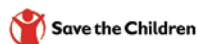


THE JF-CPIE MIDTERM REFLECTION WORKSHOPS

GLOBAL SYNTHESIS REPORT

Sebastian Vacas-Oleas,
Dominik Bulla
(IMT)
7th March 2024



THE JF-CPIE MIDTERM REFLECTION WORKSHOPS

GLOBAL SYNTHESIS REPORT

CONTENTS

1. Introduction.....	3
2. Workshop objectives	4
3. Workshop methodology.....	5
4. Workshop challenges faced by implementing partners.....	7
5. Key trends within workshop findings	8
5.1. Child protection risks identified.....	8
5.2. Challenges associated with monitoring	20
5.3. Project challenges encountered and management responses proposed	30
5.4. Lessons learned identified.....	43
6. Concluding remarks: The need to institutionalize project learning	55
Annex 1: The overview of monitoring indicators.....	58
Annex 2: Reflections about future project implementation	59
Annex 3: Reflections of Past Project Implementation.....	66

1.

INTRODUCTION

Joining Forces for Child Protection in Emergencies (JF-CPIE) is a multi-country project funded by the German Federal Foreign Office (GFFO) and implemented in 6 countries: Bangladesh, Burkina Faso, Central African Republic, Colombia, Ethiopia, and South Sudan. The project reunites the 6 largest child rights organizations in Germany, the so-called Joining Forces Alliance (ChildFund, Terre des Hommes,

Midway through project implementation, within the 5th of the 8 project quarters, each implementing partner was encouraged to hold an individual midterm reflection workshop. The purpose of the midterm workshops was not to gauge progress against the project logframe indicators (see annex 1). Estimating project progress against project logframe indicators would have required monitoring and evaluation data, which was not available for most project outputs. Instead, the purpose of the workshops was to contemplate and discuss project progress and to identify potential lessons learned about interventions to strengthen child protection within emergency settings through a consortium. As a result of this consortium initiative, in August 2023,



SOS Children's Villages, Save the Children, World Vision and Plan International) The project kicked off in July 2022 with a duration of 24 months (i.e., 8 quarters) and is about strengthening the protection of children and adolescents amongst refugees and internally displaced persons (IDP's), and amongst their host communities. Within each of the 6 countries, the project is carried out through implementing partners which comprise of consortium members and their local partner organizations. Across all project locations, there are 12 implementing partners with 2 partners operating per country. Plan International Germany is the lead organization responsible for the overall management of the project.

11 of the 12 Implementing partners held a one-day reflection workshops that brought together project stakeholders, including project staff, external child protection experts, government officials, beneficiary representatives, and partly young people as well.

The methodology of these events was organized through a framework developed by the Interim MERL Team (IMT) within the global coordination team. As per the workshop methodology, project staff and their stakeholders were encouraged to reflect upon locally relevant child protection risks they should address through their interventions, to reflect upon project monitoring, to reflect upon (potential) challenges within

past and future project implementation, and to derive general lessons learned from these reflections. Workshop outputs were summarized through reports to be submitted to the global coordination team. Subsequently, the IMT was tasked to produce this global synthesis report based on these individual workshop reports. To further strengthen the discussion of the results of the individual workshops, the IMT carried out follow-up calls with each of the 11 implementing partners. Hence, the global synthesis report at hand provides an overview of the implementing partners' latest thinking on locally relevant child protection risks, and key lessons learned about past project implementation as well as monitoring, and potential management responses that may help to further improve the project work moving forward.

A final comment is warranted. Since the reflection workshops take place at project midterm, one may assume they are about determining project progress against the different output and outcome targets operationalized within the project logframe.



2. WORKSHOP OBJECTIVES

The midterm reflection workshops were carried out halfway through implementing the JF-CPIE project in the 5th of 8 project quarters. The workshop series was thus completed 4 quarters after the implementation of the baseline and needs assessment. The combined baseline and needs-assessment study was carried out to gauge initial levels for some of the project progress indicators specified within the project logframe (see annex 1) as well as to identify key child protection risks that may prevail at the different project locations. The combined study was carried out between December 2022 and January 2023. Moreover, implementing partners had started implementing the project activities. They also had engaged with the first round of project monitoring. In short, they all had gathered first-hand experience in running a complex project on strengthening child protection within emergency settings.

The objectives and methodology of the reflection workshop were developed at the global level and shared with the implementing partners. The midterm reflection workshops were not designed to gauge project progress against the different logframe indicators. To do so would have required complex data collection. It would also have required the availability of monitoring data to an extent that was attained by project teams at that time. This ensured the standardization of workshop implementation and comparability of workshop results. Instead, the objectives of the midterm reflection workshops were as follows:

- To validate the most prevalent child protection risks identified at baseline. This provided a pivotal benchmark to assess the relevance of project activities envisioned for the remaining project implementation period.
- To discuss the implications of the most prevalent child protection risks for future project activities.
- To identify additional action points to support future project activities.

-
- To agree on the role of monitoring future project activities.
-
- To identify lessons learned about implementing a child-protection project.
-
- The workshop methodology was developed to ensure these workshop objectives could be achieved. Also, a reporting template was developed to facilitate the smooth communication of workshop results to the global level. The workshop methodology is briefly outlined next.

3. WORKSHOP METHODOLOGY

Given the objectives of the midterm reflection workshops, a methodology was developed and shared with implementing partners. The ultimate purpose of the methodology was to promote a

safe, honest, and engaging discussion amongst the different project stakeholders on the various topics identified. At the core of the methodology was a series of interactive exercises. They facilitated the participation of the different groups of participants (e.g., internal and external stakeholders) and that way allowed all to bring in their feedback and opinions.

The midterm reflection workshop was divided into 6 interconnected sessions with a duration of 60-90 minutes each.

The first session was about validating the baseline ranking results around the locally relevant child protection risks. During baseline, project staff had to carry out a ranking exercise to identify the most relevant child protection risks within the local communities where the project has been working. This process was carried out exclusively by project staff. To do so, they reviewed an extensive list of potential child protection risks in order to select those 5 risks they deemed most relevant for the communities they work with. During the midterm reflection workshop, the ranking exercise was repeated by including not only project staff but also the various external stakeholders, including





national child protection experts, government representatives, and members of the target communities. To organize the ranking, different groups were formed that each independently reviewed the extensive list of potential child protection risks. After each group selected the 5 child protection risks they deemed most relevant, the different groups jointly reconvened to discuss the results. Based on this discussion, a final list of the 5 most relevant child protection risks were determined.

The second session was about project monitoring. For many consortium members, project monitoring was an undertaking significantly more complex than project monitoring in other projects of that kind they previously worked on. The purpose of the second session was therefore to have an honest discussion of the benefits and challenges associated with project monitoring. To do so, workshop participants jointly performed an analysis of the strengths, weaknesses, opportunities, and threads (SWOT analysis) monitoring structures within country teams faced.

In session 3 through 6, workshop participants reflected upon project implementation as a whole. The purpose of these sessions was to identify challenges and identify potential management responses to address these challenges. The purpose was also to identify lessons learned about the implementation of a consortium-based project to strengthen child protection within emergency settings. To facilitate the workshop discussions in both respects, the methodology was structured in a way to have participants reflect upon past project activities first. That way, it might have been easier to identify bottlenecks and challenges and to extrapolate from past difficulties to potential future difficulties in project implementation. Hence, even though the third session was about project activities in the remaining project quarters (i.e., it helped to serve as a reminder of future project activities), the fourth session was about past project activities. Reflecting about past project activities, workshop participants also discussed the challenges they encountered in delivering the different project outputs.

Session 4 thus served as a reference point to determine to what extent past project challenges may also emerge during future project activities. This discussion in turn was the object of the fifth session. Throughout session 1 through 5, workshop participants were encouraged to maintain a “parking lot” of potential lessons learned. Whenever the discussions within sessions 1 through 5 revealed any potential point worth considering during project activities similar to the ones implemented in the context of the Joining Forces project, participants were encouraged to make a note of that. During the sixth and last session, the parking lot of potential interesting points were reviewed and turned into a list of lessons learned.

To wrap up the midterm reflection workshops, implementing partners produced summary reports using a global template. These summary reports were then shared with the global level and constituted a significant source for developing the global synthesis report at hand. To further validate insights from the reports, follow-up calls with implementing partners involved in the in-country workshops were organized.

4. WORKSHOP CHALLENGES FACED BY IMPLEMENTING PARTNERS

Despite a standardized methodology, workshops encountered challenges. Most notably was the case of Save the Children Ethiopia that was not able to hold any midterm reflection event due to national security challenges. A common challenge in this respect was the logistics associated with a workshop of this kind. In many cases, stakeholders invited were from remote places and thus encountered budgetary or time constraints in attending the workshop. To ease those challenges, implementing partners adopted different copying strategies. World Vision Bangladesh prepared an additional workshop to ensure the participation of children inside refugee camps. ChildFund Burkina Faso and SOS Children’s Villages Colombia, too, organized additional workshops in close proximity to those communities whose contributions were requested.

Due to those efforts, the participants in reflection workshops were oftentimes very diverse. This allowed taking into account different perspectives but at times also posed some challenges. Due to the diversity amongst participants, the attendants oftentimes varied in terms of their educational levels, project experience and exposure. This often hampered the facilitation of discussions. It sometimes also resulted in difficulties in reconciling the different standpoints, most notably around what constitutes the locally most relevant child protection risks (see below). The problem with workshop facilitation was generally exacerbated due to budget constraints. Budget constraints prevented the employment of professional workshop facilitators. Instead, project staff were



used to facilitate the discussions and sessions, a solution that is not ideal. Despite these challenges, the workshop discussions were generally seen as very fruitful and resulting in interesting and useful insights. These outputs are discussed next.

5. KEY TRENDS WITHIN WORKSHOP FINDINGS

The global summaries of workshop findings are presented here in chronological order. Thus, first the discussions of locally relevant child protection risks are discussed. Then, the discussions of project monitoring are summarized. Then, the typical project challenges encountered are summarized. Finally, trends within lessons learned across implementing partners are outlined.

As per the workshop objectives and methodology, workshop discussions of past and future project activities were only of secondary interest. In fact, project implementation plans may provide more accurate and detailed summaries of what implementing partners will have been intended to achieve. Workshop discussions of past and future project activities mainly helped to prime workshop participants about project implementation and that way to facilitate effective reflections about potential project challenges and lessons learned. For that purpose, summaries of past and future project activities are not presented in the main body of this report but in annex 2 and 3.

5.1. Child protection risks identified.

The first session was about reflecting on the child protection risks that each country team

needed to address according to the needs of their respective communities. Within the project, the locally relevant child protection risks are of pivotal interest. They are of interest from a programmatic point of view. Only when the locally relevant child protection risks are known, one can develop those project interventions that help to tackle those risks that affect children's wellbeing. The locally relevant child protection risks are also of interest from a monitoring and evaluation point of view. The project's theory of change also includes outcome-level indicators. These indicators imply what fundamental changes are necessary to bring about long-lasting improvements to children's wellbeing.

As specified in the report on the baseline and needs assessment, the design of these outcome-level indicators require data on the awareness levels around child protection risks amongst children (i.e. outcome indicator 1), caregivers (i.e. outcome indicator 2), and the wider community (i.e. outcome indicator 3). To gauge these awareness levels, respondents are asked to indicate what child protection risks they consider locally relevant. The levels of awareness are thus equal to the extent that respondents were indeed able to name those child protection risks that are locally relevant. In order to obtain a reference point by which to judge whether or not a respondent is aware of locally relevant child protection risks, one needs to agree on a set of child protection risks that are considered as the relevant ones locally. At baseline, project staff was asked to rate the child protection risks that are the relevant ones within the local communities they work in. The purpose of the first session of the midterm reflection workshops was to review these child protection risks identified at baseline jointly with stakeholders, including members from the local communities.

The following discussion presents a comparative overview of child protection rankings and the changes that may have occurred in each country relative to the child protection risk ranking produced at the baseline. For this exercise, workshop participants were divided into smaller groups, each with a mix of representatives from different stakeholders. This diversity ensured that various perspectives were included in each group's discussions, from government authorities to community members, project workers, child protection specialists, and sometimes children.

5.1.1. Plan International Bangladesh

Plan International Bangladesh organized an all-adult workshop comprised of 26 participants (16 men and 8 women). Multiple child protection issues were examined throughout the session, focusing on the situation in Cox's Bazar. Cox's Bazar was identified as a place of great concern due to the complex interactions and arising tensions between the host country and refugee camp communities. It is a place where many child protection risks exist and is therefore the focus of Plan International Bangladesh's work in this project.

The discussion carefully debated practical insights from those who entered child marriage voluntarily. A recurring theme was the influence of parents and social and cultural norms on child protection outcomes. Addressing these factors was perceived to be crucial by participants. Implementing partners highlighted the role of local government authorities in the workshop. During this session, government officials provided invaluable insights into their challenges when working with child protection risks.

similarly perceived as occurring in relation to poverty (both risks are seen as perceived strategies to alleviate material needs). Second, trafficking is perceived to be more prevalent nowadays. Workshop participants identified this risk, and the change may be a combination of an actual increase in trafficking during the last year, but also increased awareness about this particular risk. This is suggested by workshop discussions and the combination of trafficking and separation from family done during the new ranking exercise. Third, neglect has disappeared from the new list. However, its place in the ranking list has been replaced by mental and physical abuse. This suggests that more concrete definitions of neglect are taking shape among stakeholders and could show the positive influence of awareness campaigns and project implementation.

Overall, the workshop organized by Plan International Bangladesh showed some changes in child protection risk ranking (see table 1). Participants generally agreed with themselves and the baseline but have helped refine the ranking, providing more details into child protection risks. The workshop has also shed light on the persistent challenges in

Table 1: Comparison of prioritized child protection risks between baseline and midterm (Plan International Bangladesh)

Baseline	Midterm
Child labor	Child marriage
Neglect	Child labor
Child marriage	Abduction/trafficking
Abduction/trafficking	Abuse (mental/physical)
Separation from family	Substance abuse

Note: light blue highlights those child protection risks that were rated relevant at both baseline and/ or midterm.

Session results: The results from the Plan International Bangladesh workshop (see table 1), showed a high degree of correspondence with the results from the baseline. However, some differences are worth mentioning. First, child marriage has gone up to the top of the rank while child labor still ranks high in the new ranking. These 2 risks are closely related to structural causes such as poverty and are

protecting children from harm and the need for continued efforts to address these risks. Results also suggest a turn towards cultural practices and perhaps some initial success in efforts implemented to curb the incidence of child labor. Results further highlight the need for increased awareness and discussion around sexual abuse and exploitation. Hence, more attention needs to be paid to child trafficking in the future.

5.1.2. World Vision Bangladesh

World Vision Bangladesh organized an all-adult workshop comprised of 19 participants (12 men and 7 women). This was followed by a second workshop comprised of 25 participants that combined children and adults . In these sessions, participants discussed how child protection is a crucial issue that ensures children’s safety and well-being, protecting them from all forms of harm and exploitation. There was a concern developing around sexual abuse and exploitation. This issue has become a more prominent child protection risk, according to participants in this workshop. However, workshop discussants also acknowledged the difficulties of discussing this particular child protection risk openly under regular field conditions in camps and communities. The safe space created by the workshop and the trust and rapport during the project helped trigger more open and trustful discussions in the workshop.

Session results: The results from the World Vision Bangladesh workshop (see table 2) showed an increased awareness, discussion, or prevalence of sexual abuse and exploitation (i.e., violence). To begin with, this child protection risk has become the top concern over child marriage, showing a newfound willingness to discuss such risks amongst workshop participants. Second, child marriage and child labor remain prevalent in the second and third spots. These child protection risks remain common and strongly connected with sexual abuse and exploitation. Workshop participants may be voicing that gender-based violence (present in the old list of child protection rankings) is indeed sexual abuse and exploitation. Third, intrafamily conflict is still prevalent, and there is a recent mention of child trafficking that may mirror the increasing prevalence of this risk, also found by Plan International during their workshop.

Overall, the workshop organized by World Vision Bangladesh showed some changes in the child protection risk ranking workshop (see table 2). There was a minor rearrangement of the ranking, but this may offer an improving discussion about child protection risks rather than new developments. This in-country team doesn’t consider these changes to indicate a significant readjustment. The workshop has shed light on the persistent challenges in protecting children from harm and the need for continued efforts to address these risks.

The growth of violence in child protection risks during the midterm requires more attention. More information is needed on what has caused this surge. Likewise, increasing concerns about abduction/child trafficking need to be investigated further.

5.1.3. ChildFund Burkina Faso

ChildFund Burkina Faso organized a workshop reuniting children and adults comprised of 30 participants (24 men and 6 women) and an all-adult workshop comprised of 35 participants (men and women). Child protection risks such as trauma, teenage pregnancy, and migration/ displacement were thoroughly debated because some participants felt these 2 child protection risks deserved to appear higher on the list. These child protection risks were significant for workshop participants, and people thought these were prominent risks in their communities. Nevertheless, it was finally agreed that poverty, (gender-based) violence, and child marriage (in that order) should top the ranking.

This decision was reached through hard-won consensus and debate but without controversy. The final ranking points towards structural issues that affect other child protection risks. Workshop

Table 2: Comparison of prioritized child protection risks between baseline and midterm (World Vision Bangladesh)

Baseline	Midterm
Substance abuse	Violence
Child labor	Child marriage
Intrafamily conflicts	Child labor
Lack of legal identity	Intrafamily conflicts
Violence	Abduction/trafficking

—Note: light blue highlights those child protection risks that were rated relevant at both baseline and/ or midterm.

participants agreed on these as they believe that other child protection risks that affect them (such as teenage pregnancy and migration/displacement) are triggered or related to poverty and gender-based violence. No fifth child protection risk could be agreed upon, identified, and ranked during this workshop. Thus, the final ranking was developed by ChildFund Burkina Faso's in-country team, to represent the country's most likely child protection risks.

child protection risk ranking but a substantial rearrangement of existing risks (see table 3). In this respect, poverty is the most eminent example. At midterm, poverty now appears to be the top child protection risk. Given that it may not only be an outcome but also the cause of (other) child protection violations, poverty was considered a particularly important risk. It is essential to further consider the heightened influence of poverty to ensure the safety and

Table 3: Comparison of child protection risks between baseline and midterm (ChildFund Burkina Faso)

Baseline	Midterm
Violence	Poverty
Child marriage	Violence
Child labor	Child marriage
Neglect	Abuse (mental/physical)
Female genital mutilation (FGM)	Neglect

—Note: light blue highlights those child protection risks that were rated relevant at both baseline and/ or midterm.

Session results: The results from the ranking of child protection risks organized by ChildFund Burkina Faso (see table 3) show how structural causes affect child protection risks. First, poverty was identified during the workshop as the leading child protection risk. Poverty is a complex phenomenon and as such not only an outcome but also a cause of (other) child protection risks. Second, (gender-based) violence and child marriage have become a significant concern. These risks were not present before in the baseline ranking or were not openly voiced as such. Third, mental and physical abuse have appeared in the new ranking. ChildFund Burkina Faso has decided to include (educational) neglect as the fifth child protection risk.

Overall, the workshop organized by ChildFund Burkina Faso showed minor changes in

well-being of children. Finally, a significant replacement of the ranking order regarding issues like (educational) neglect (or dropping out of school) may show both cultural differences affecting ranking views and the detachment of the workshop from a school setting.

5.1.4. Terre des Hommes Burkina Faso

Terre des Hommes Burkina Faso organized a workshop reuniting children and adults comprised of 35 participants: 8 children (2 girls and 4 boys) and 27 adults (21men and 6 women). No further information about this workshop was provided, although several difficulties between participants in terms of the

Table 4: Comparison of prioritized child protection risks between baseline and midterm (Terre des Hommes Burkina Faso)

Baseline	Midterm
Negligence	(Educational) neglect
Intrafamily conflicts	Child Labor
Early pregnancy or early parenthood	Child Marriage
Child Marriage	Poverty
Family separation	Migration/displacement

—Note: light blue highlights those child protection risks that were rated relevant at both baseline and/ or midterm.

ranking were mentioned in the report. The table below (see table 4) summarizes the main child protection risks agreed by participants during the midterm reflection workshop.

Session results: The results from the Terre des Hommes Burkina Faso workshop (see table 4), showed a considerable rearrangement of child protection risks. Only Child Marriage is shared with the baseline ranking. The new ranking is headed by (Educational) neglect at the top the list, followed by child labor and poverty and migration/displacement. The differences between the new ranking and the baseline results reflect workshop consensus. As highlighted during the workshop discussions, child protection risks are often the result of social processes, which in turn may change over time. It was felt that this might be a factor that helps to explain the substantial changes between project baseline and midterm in terms of child-protection risk assessments. For example, this new ranking may be considerably affected by the ongoing conflict in the country and more analysis is needed to better understand the changes and how it compares to baseline results. Nonetheless, further discussion about the workshop ranking is required in the future.

5.1.5. Plan International Central African Republic (CAR)

Plan International CAR organized an all-adult workshop comprised of 16 participants (12 men and 4 women). During the workshop, discussions around gender-based violence (GBV) were controversial. Some participants consider child marriage to be gender-based violence, but not everyone agreed due to the cultural tradition associated with this child protection risk in the country.

All midterm reflection workshop participants agreed that early pregnancy and child marriage entirely fell under gender-based violence. These 2 practices were believed to be still prevalent child protection risks in the CAR.

Session results: The results from the Plan International CAR, workshop (see table 5), showed a prevalence of child protection risks and other violent practices mainly affecting girls and women.

The old and new lists only coincide in 2 risks, and there has been a considerable rearrangement of the ranking. First, female genital mutilation (FGM), sexual exploitation, and GBV now top the list. This new ranking absorbs early pregnancy and early marriage as part of gender-based violence. Second, abuse and neglect follow as contributing to child protection risks. Third, dropping out of school or “deschooling,” a risk that also tends to disproportionately affect girls (coded as (educational) neglect in the baseline), has become an increasing concern.

Overall, the workshop organized by Plan International CAR, showed a strong gender imbalance towards child protection risks affecting girls (see table 4). There were considerable changes in child protection risk ranking, yet the proposed rearrangement still showed similar trends over similar child protection risks already found during the baseline and willingness to speak up more openly about gender-based violence and female genital mutilation. These developments may have been influenced by the openness developed by the workshop and by the increasing impact of the project and rapports between stakeholders. The reordering of the list shows that FGM, sexual exploitation, and GBV are now the top concerns. These findings emphasize the urgent need for action to address the various forms of violence and risks that girls and women face in CAR.

Table 5: Comparison of child protection risks between baseline and midterm (Plan International Central African Republic)

Baseline	Midterm
Lack of legal identity	FGM
Teenage parenthood	Sexual exploitation
Violence	Violence
Female genital mutilation (FGM)	Abuse/neglect
Neglect	Educational neglect

—Note: light blue highlights those child protection risks that were rated relevant at both baseline and/ or midterm.

5.1.6. SOS Children’s Villages Central African Republic (CAR)

SOS Children’s Villages CAR organized a children and adult workshop comprised of 39 participants (4 children, all boys, 29 men and 6 women). Throughout the workshop session, various child protection risks arose, such as providing more support to families who are vulnerable and may resort to forcing their children into marriage due to financial difficulties and the challenges of ensuring girls’ education. The conversation about the potential dangers related to child protection was not debated, as these risks are prevalent in the area where the project is being carried out. Still, workshop attendees could reach a fair and prompt resolution that mirrors the baseline results.

Session results: The results from the SOS Children’s Villages CAR workshop (see table 6), showed a similar correlation between old and new child protection risks. First, neglect and violence have been rearranged in the latest ranking. Second, lack of legal identity remains an important issue and is still ranked second. Third, child labor and child marriage have also been slightly rearranged. In the workshop, participants agreed with the importance and prevalence of these child protection risks. Still, participants believed that child labor has become more prominent and that child marriage (because it is perceived to be a more acceptable cultural practice) could slide to the bottom of the ranking.

ranking presented during the baseline (see table 5). The same child protection risks remain relevant and prominent in the country, and workshop participants agreed on this fact. In the workshop, a new ranking has reorganized the child protection risk list, but the prevailing rationale remains the same. The suggestion that child labor has become a more prevalent risk may need more investigation. It is essential to monitor these risks and implement effective interventions to protect vulnerable children in CAR.

5.1.7. SOS Children’s Villages Colombia

SOS Children’s Villages Colombia organized 2 workshops to target their primary work regions: La Guajira and El Chocó. The meeting in La Guajira was an all-women, all-adult workshop comprised of 17 participants. The meeting in El Chocó was an all-adult workshop comprised of 17 participants (6 men and 11 women). In each of these workshops, the methodology was equally applied, and participants agreed on a new ranking list of different child protection risks. These results strongly reflected regional differences, and Implementing partners and project specialists later produced an encompassing national child protection risk ranking while writing their report.

In the workshop organized in the El Chocó department, a strong connection between forced recruitment by armed forces and neglect in children’s homes and communities was prevalent. Participants in this workshop

Table 6: Comparison of child protection risks between baseline and midterm (SOS Children’s Villages Central African Republic)

Baseline	Midterm
Violence	Neglect
Lack of legal identity	Lack of legal identity
Female genital mutilation (FGM)	Child labor
Neglect	Violence
intrafamily conflicts	Child marriage

—Note: light blue highlights those child protection risks that were rated relevant at both baseline and/ or midterm..

Overall, the workshop organized by SOS Children’s Villages CAR showed a minor rearrangement between the new child protection ranking of the workshop and the

provided the following risk ranking: 1) poverty; 2) displacement; 3) physical violence (including GVB); 4) conflicts with parents; and 5) neglect. Workshop participants prioritized the risk of child

recruitment and identified negligence within families as a significant contributing factor. This negligence increases the risk of children under 18 being recruited by irregular armed forces. The situation is perceived to be a child protection risk of regional importance.

child protection risk rankings and the need to systematize child protection risks as an added step that converges at the national level. The national ranking was agreed and combined by the implementing partner based on their 2 regional workshop results. First, poverty has

Table 7: Comparison of child protection risks between baseline and midterm (SOS Children’s Villages Colombia)

Baseline	Midterm
Separation from family	Poverty
Migration/displacement	Migration/displacement
Violence	Abuse
Intrafamily conflicts	Intrafamily conflicts
Neglect	Neglect

—Note: light blue highlights those child protection risks that were rated relevant at both baseline and/ or midterm.

Workshop participants identified a new risk in La Guajira: harmful child labor. All participants agreed that this situation is increasingly out of control due to prevailing and increasing poverty, growing migration, and negligence from families and the state. This child protection risk was linked with worsening economic conditions and a higher prevalence of neglect and psychological and physical violence due to migration and the drug consumption boom. Participants in this workshop provided the following risk ranking: 1) harmful child labor; 2) psychological violence; 3) substance abuse (drug and alcohol consumption affecting children/adolescents and their adult caregivers); 4) physical violence; and 5) neglect (lack of education).

The risks of adolescent pregnancy, child marriage, sexual abuse/violence, and physical violence were also debated in both workshops. Participants noted that many girls and adolescents form informal partnerships to escape domestic violence and poverty. Furthermore, in the workshop organized in La Guajira, it was identified that the Wayuu indigenous community accepts teenage pregnancy and sexual violence as a cultural practice, contributing to the higher rates of adolescent pregnancy.

Session results: The SOS Children’s Villages Colombia workshop (see table 7) demonstrated how regional differences may influence regional

increased in the country during the last year but also helps anchor regional differences in child protection risks as it is perceived to be a structural and aggravating cause of child protection risks. Second, displacement and family separation remain the main concerns when discussing child protection risks in these regions. Third, various forms of close-to-home violence, intrafamily conflict, and abuse remain substantial child protection risks at the national level.

Overall, the workshops organized by SOS Children’s Villages Colombia showed similarities between the baseline child protection risk ranking and the workshop reflections (see table 6). Poverty has been identified as an agglutinating force that helps facilitate common child protection risks across different regions, but also with the perception that a worsening economic situation in Colombia this past year has contributed to worsening the case of children across the country. In conclusion, results emphasized the need to systematize child protection risks at the national level (a task later carried out in the office by SOS Children’s Villages Colombia). The national focus must be addressing various forms of close-to-home violence, intrafamily conflict, and abuse. Further efforts must be made to protect children from these risks and ensure their safety and well-being.

5.1.8. Terre des Hommes Colombia

Terre des Hommes Colombia organized an all-adult workshop comprised of 14 participants (2 men and 12 women). The country's armed conflict and the violence surrounding many communities are still the main drivers of child protection risks. Terre des Hommes workshop participants agreed that the main concern was children and adolescents' forced recruitment and use by illegal armed groups and the country's official military forces.

In the armed conflict in Colombia, children and adolescents are being used for tasks such as transporting items, storing them, or acting as informants. In Northern Cauca, it has been observed that armed groups are recruiting girls through the use of romantic involvement. These groups offer money, motorcycles, cell phones, and weapons to lure children and young people into joining. Sexual violence is also a prevalent risk, particularly for girls. Girls begin their sexual lives early due to prostitution being normalized by some family members. Additionally, gang leaders threaten, coerce, and force girls and their families to accept such relationships.

Despite differences in territories and communities, children and young people face similar difficulties and risks in the project. The combined chart presented in this report has been compiled by the Implementing Partner.

exercise carried out during the workshop. Second, sexual violence has also increased or is now more openly discussed and has replaced domestic violence in the baseline child protection ranking. This may result from growing confidence between participants, community beneficiaries, community leaders, and project staff. Third, negligence, emotional neglect, and poverty have been grouped in a connection linking similar or related child protection risks.

Overall, the workshop organized by Terre des Hommes Colombia showed similarities between the baseline child protection risk ranking and the workshop reflections (see table 8). These adjustments reflect higher engagement with the project by stakeholders, increasing rapport between Implementing partners and beneficiaries, and the enduring impact of the armed conflict in the country that articulates several forms of violence and child protection risks. The increasing impact of the armed conflict in Colombia and the novel and rapidly shifting challenges presented by the situation after the turmoil of partial demobilization need further research.

5.1.9. ChildFund Ethiopia

ChildFund Ethiopia organized a children and adult workshop comprised of 17 participants (4 children, 2 boys and 2 girls, and 13 adults, 11 men and 2 women). The workshop discussion felt controversial as participants from different

Table 8: Comparison of child protection risks between baseline and midterm (Terre des Hommes Colombia)

Baseline	Midterm
Migration/displacement	Recruitment by armed forces
Recruitment by armed forces	Sexual exploitation
Violence	Violence
Intrafamily conflicts	Substance abuse
Neglect	Neglect

—Note: light blue highlights those child protection risks that were rated relevant at both baseline and/ or midterm.

Session results: The Terre des Hommes Colombia workshops (see table 8) showed how the internal conflict in this country continues to be a prevalent cause affecting child protection risks. First, recruitment by armed forces has become the most prevalent risk in the ranking

districts provided different ranking assessments of child protection risks. The consensus presented here was achieved only after much debate. Yet, child trafficking (closely related to child labor) was chosen as the primary child protection concern during the workshop.

This new ranking may respond to recent developments facilitating trafficking networks to the Middle East due to the current challenging situation in Ethiopia. It may also reflect the impact of the project in the country: the work of Implementing partners in raising awareness on how this particular risk is harmful and by helping shed light on the experience of former victims of trafficking. With the internal conflict evolving, child protection risks have also been rearranged in Ethiopia. In the baseline, family separation was the most common risk to child protection.

However, during the workshop, it was considered that child labor is currently a greater risk than family separation. This assessment led to differences in the top 5 identified child protection risks between the baseline assessment and midterm reflection workshop. Family separation remained the fifth most common risk in both cases, but neglect, interfamily conflict, and violence may better explain changes in child protection risks over time. Hence, there was a debate over whether priority should be given to family separation or child neglect. All children participating in the discussion felt that family separation posed a more significant risk or harm to them than neglect.

related to work migration to the Middle East. Second, these risks share the list with family separation, which continues to be an essential risk concern. This child protection risk may or may not be related to child trafficking and child labor and points towards ongoing developments of the internal war in the country. Third, harmful traditional practices (HTP) such as FGM or child marriage practices, have been incorporated into the new list of child protection risks.

Overall, the workshop organized by ChildFund Ethiopia showed major changes in the ranking of child protection risks from the baseline (see table 8). These changes were influenced by the internal conflict in the country and increased awareness about issues like child trafficking. The new risks are considered more harmful than some previous ones, like neglect or intrafamily conflict, and have thus replaced them in the latest ranking. However, this does not mean that the earlier identified risks are not essential or present but are considered less harmful than the new risks, especially from the cultural viewpoint offered by beneficiaries and community members.

Table 9: Comparison of child protection risks between baseline and midterm (ChildFund Ethiopia)

Baseline	Midterm
Child marriage	Abduction/trafficking
Poverty	Child labor
Trauma	Harmful cultural practices
Child labor	Substance abuse
Violence	Separation from family

—Note: light blue highlights those child protection risks that were rated relevant at both baseline and/ or midterm.

Session results: The ChildFund Ethiopia workshop (see table 9) showed a considerable increase in child trafficking in the country. There are several contributing explanations for this new risk ranking. First, child trafficking has not only been perceived as a more prevalent child protection risk this time. It is also related to child labor (mentioned as the second most pervasive risk during the workshop). According to Implementing partners, Ethiopia has now more awareness of these risks, and both are

5.1.10. Save the Children South Sudan

Save the Children South Sudan organized an all-male workshop. The 19 workshop participants included both children and adults. In the workshop, there was a serious discussion among participants on choosing the final 5 predominant child protection risks affecting children. Workshop participants found that abduction is still the most prominent child

protection risk among their beneficiaries, but gang violence replaced bullying in the ranking. More time needed to be allocated for this session because the list of child protection risks provided was difficult to understand for all participants (especially negligence), and extensive translation into local languages was required before the ranking could occur.

The workshop also identified physical violence as a significant child protection risk, but participants from beneficiary communities disagreed with its inclusion in the final list because they believed in “positive discipline”. What is locally understood by this term is the belief that (occasional and sometimes regular) physical punishment is in fact positive for children as it will eventually help them become better persons. This practice is sustained under the conviction that physical punishment can also help guide a moral path and influence and result in positive moral conduct.

baseline (see table 10). Abduction remains the most critical child protection risk, but bullying and harmful cultural practices have disappeared from the ranking. However, the exclusion of FGM needs attention. This change responds to different cultural understandings of this risk’s importance, seriousness, and prevalence, but it may also point toward the need for further efforts in raising awareness and discussing FGM in South Sudan. This result may have been equally affected by the absence of female participants in the discussion and will thus need to be further discussed.

5.1.11. World Vision South Sudan

World Vision South Sudan organized a workshop reuniting children and adults comprised of 19 participants (2 children, both girls, 17 adults,

Table 10: Comparison of child protection risks between baseline and midterm (Save the Children South Sudan)

Baseline	Midterm
Abduction/trafficking	Abduction/trafficking
Bullying	Neglect
Child marriage	Violence
Female genital mutilation (FGM)	Child marriage
Child labor	Child labor

—Note: light blue highlights those child protection risks that were rated relevant at both baseline and/ or midterm.

Session results: The Save the Children South Sudan workshop (see table 10) showed a conflictive ranking culture and contradicting discussions over child protection risk between participants from different backgrounds. It also offered several continuities with the baseline ranking. First, abduction remains the top child protection risk in the country. Second, child neglect and gang violence against children occupy the second and third ranks, replacing bullying and child marriage. Third, the inclusion of FGM, identified during the baseline, was not considered by workshop participants. However, child marriage and child labor were still perceived as a significant risk to child protection.

Overall, the workshop organized by Save the Children South Sudan showed minor changes in the ranking of child protection risks from the

14 men and 3 women). In this workshop, participants from different states expressed different opinions regarding child protection risks and how these should be ranked. Yet, common ground was found when discussing poverty and conflict/insecurity. These 2 risks are overarching structural causes and were identified in the workshop as the most relevant child protection risks (and people think conflict and insecurity are the leading causes of poverty). During the discussion, participants debated including child abduction or harmful child labor as the fifth official child protection risk.

After careful analysis, it was unanimously agreed that while child abduction does occur in certain parts of the country, it is not as nationally widespread as harmful child labor is. This issue is prevalent in both Juba and Tambura and

includes forcing children to work in gardens or perform household tasks all day without any time for education or play. Children are often made to carry heavy loads, such as large jerrycans of water, over long distances that exceed their physical capabilities.

Session results: The World Vision South Sudan workshop (see table 11) showed considerable changes from the baseline ranking. First, poverty and child marriage remain the country’s most serious child protection risks. Second, bullying has been replaced by substance abuse in the ranking, showing a minor adjustment to baseline findings. However, this result may also be affected by the differences in methodology employed (see Introduction). On the one hand, midterm reflection workshop has emphasized a participatory approach and input from various stakeholders has been important. However, the number of children participating in the workshop is relatively small. On the other hand, during the baseline, data collection and ranking was exclusively done by project staff and child protection specialists. This methodology favored discussions with school staff and around the school and its role in child protection. The less important role that the school has played during the workshop compared to the baseline survey may also affect results. Third, neglect (no education) and harmful child labor, 2 related issues, remain prevalent risks. Child labor has however appeared as a new risk in the ranking.

harmful child labor remain prevalent in South Sudan and are essential risks, highlighting the need for continued efforts to address these issues. These results suggest a significant readjustment of the baseline. More attention must be paid to substance abuse. Finally, the appearance of child labor in the ranking (and its relationship with poverty should be further investigated.

5.1.12. What may explain the changes within child protection risks between baseline and midterm?

During the first session of the midterm reflection workshops, the 5 locally most relevant child protection risks were reviewed by project teams. As already mentioned, each set of child protection risks was identified as locally most relevant by project staff of implementing partners at baseline. The purpose of the first session of the workshop was to review the child protection risks identified in close collaboration with external project stakeholders including members of the locally communities targeted by the project.

Table 12 below presents an overview of the child protection risks identified by project teams. The ones highlighted light blue are the ones identified not only at midterm but also at baseline. In roughly

Table 11: Comparison of child protection risks between baseline and midterm (World Vision South Sudan)

Baseline	Midterm
Child marriage	Poverty
Teenage parenthood	Child marriage
Poverty	Neglect
Trauma	Substance abuse
Violence	Child labor

—Note: light blue highlights those child protection risks that were rated relevant at both baseline and/ or midterm.

Overall, the workshop organized by World Vision South Sudan showed some degree of relation with the baseline results but also important change (see table 11). There is a need to pay more attention to poverty as it may offer insights into other child protection risks. More information is needed on why there is a perception of increased poverty. Neglect (no education) and

half of cases (i.e., 49.1 percent), baseline results were implicitly confirmed at midterm. In those instances, one could argue the child protection risks are “validated”.

However, table 12 also suggests that in about half of cases, baseline results were, at least implicitly, dismissed. In all cases, at least 2 out of

the 5 child protection risks identified at baseline were replaced at midterm. The methodology employed during the baseline and midterm ranking exercises were the same. Thus, the differences in ranking results might not have been due to changes in methodology. Thus, what may explain the differences in ranking results?

Several factors may help to explain these results. First, changes in ranking results might have been due to changes in ground-level realities.

In some partner countries such as Ethiopia, the security situation deteriorated significantly in the previous quarters before the midterm workshops. One eminent consequence was that Save the Children Ethiopia was not able to hold the midterm reflection workshop in August 2023. Another, more subtle consequence might have been that the set of relevant protection risks that affect children changed as well. In fact, the results for ChildFund Ethiopia suggest that 4 out of 5 child protection risks identified at baseline were changed at midterm. Amongst others,

Table 12: Overall baseline and midterm child protection risks comparison

Plan International Bangladesh	Abduction/trafficking	Abuse	Child labor	Child marriage	Substance abuse
World Vision, Bangladesh	Abduction/Trafficking	Child labor	Child marriage	Intrafamily conflict	Violence
ChildFund, Burkina Faso	Abuse	Child marriage	Neglect	Poverty	Violence
Terre des Hommes, Burkina Faso	Child labor	Child marriage	Migration / displacement	Neglect	Poverty
Plan International, Central African Republic	Abuse	FGM	Neglect	Sexual exploitation	Violence
SOS, Central African Republic	Child labor	Child marriage	Lack of legal identity	Neglect	Violence
SOS, Colombia	Abuse	Intrafamily conflict	Migration / displacement	Neglect	Poverty
Terre des Hommes, Colombia	Neglect	Recruitment by armed forces	Sexual exploitation	Substance abuse	Violence
ChildFund, Ethiopia	Child labor	Harmful cultural practices	Separation from family	Substance abuse	Trafficking
Save the Children, South Sudan	Child labor	Child marriage	Neglect	Trafficking	Violence
World Vision, South Sudan	Child labor	Child marriage	Neglect	Poverty	Substance abuse

—Note: light blue indicates those child protection risks that were rated relevant both at project baseline and/or midterm. In some instances, child protection risks were replaced by new ones (not highlighted).

children being separated from their families was adopted as one of the new child protection risks. Hence, a first explanation for the significant changes within the set of locally relevant child protection risks is that the socio-economic and political context communities are located in has changed. This in turn may suggest that child protection risks are temporal variable. They are not set in stone and thus may change with the passing of time.

A second explanation may be that the differences between baseline and midterm ranking results might have been due to the differences in the stakeholders that have partaken in the ranking exercises. At baseline, it was mainly project staff that carried out the ranking exercise concerning child protection risks. At midterm, it was not only project staff but also external stakeholders such as members of the communities, including children, government officials, and external child protection experts. Thus, the perspectives considered were much broader at midterm compared to the ones at baseline. This could explain the differences between baseline and midterm results. Project staff may have a technical understanding of what constitutes child protection risks. However, as outsiders they may lack a thorough understanding of the ground-level realities that children face within communities. By contrast, community members may potentially lack the technical understanding of what constitutes child protection risks but may have a thorough understanding of the ground-level realities that children face within communities. Bringing together both comparative advantages was the rationale for expanding the perspectives considered during the midterm ranking exercises by including local stakeholders as well.

Given the broader range of perspectives included during the midterm ranking exercises, there may be the urge to consider the midterm sets of child protection risks as more valid than the set identified at baseline. After all, the social phenomena of child protection risks may be too complex to draw such far-reaching conclusions prematurely. A careful approach may be better suited. Such a careful approach may imply carrying out additional explorations, for example within future project monitoring and evaluation operations, to better understand what constitutes the locally relevant child protection risks. Over time, one may increasingly identify those risks that truly affect the wellbeing of children.



5.2. Challenges associated with monitoring

In session 2, workshop participants were expected to discuss the benefits and potential challenges associated with monitoring during the project. To do so, workshop participants were requested to perform an analysis of the strengths, weaknesses, opportunities, and threads (SWOT) associated with project monitoring. As for strengths, workshop participants highlighted the technical know-how not only to establish but also to adequately monitor the different project activities such as safe spaces available within country teams (e.g., South Sudan, CAR, Burkina Faso). Participants also highlighted the good relations established with local communities and

stakeholders (e.g., Bangladesh, Colombia). This in turn helped to obtain informative feedback on project activities and output. Partly, country teams also employ computer-assisted data collection (e.g., Colombia and Bangladesh), which helps to speed up data collection and processing. Also, the workshop discussions highlight the various resources available to country teams. For example, the Interim MERL Team (IMT) developed global templates for the different monitoring tools to be employed across the project countries and locations. In the following, the summary of workshop discussions thus centers around the perceived challenges within project monitoring in particular. Where available, the summary also highlights key action points and management responses proposed to further strengthen project monitoring.

5.2.1. Plan International Bangladesh

The midterm reflection workshop discussants highlighted the following shortcomings of the current monitoring system that need to be addressed:

■ **Problems with real-time data management:** It was discussed that monitoring is required not only to be comprehensive but also on time. It is only through timely monitoring data that situations on the ground can be evaluated properly. In the absence of timely reporting, project management decisions are not done effectively.

■ **Budget limitations:** Workshop participants agreed upon the need to carry out regular project monitoring field visits. However, it was also pointed out that due to budget limitations it was not possible to carry out monitoring field visits to the extent needed.

■ **Inefficient IT infrastructure:** The practice of data storing and sharing was perceived to be at least partly ineffective. An important challenge in this respect was that the IT infrastructure put in place was not well prepared for project monitoring needs. As discussed by workshop participants, this in turn might have caused delays in project reporting.

During the Plan International Bangladesh workshop, suggested management responses were provided: Amongst others, it was recommended to strengthen current approaches towards data storage, dissemination, and feedback processes in the future to ensure that resources are consistently allocated toward staff development, with a focus on timely data submission, on-site monitoring, and the more efficient use of digital tools. It was also recommended to provide sufficient budget resources to ensure effective monitoring.

5.2.2. World Vision Bangladesh

Workshop participants were able to identify the following challenges and areas of improvement:

■ **1. Delays in monitoring start:** workshop participants reported that the training on project monitoring tools and processes was perceived to be carried out partly too late. Ideally, it should have been carried out before any project field work commenced. Due to training delays, project staff had to be familiarized with project monitoring requirements while also implementing other field operations. Also, it was perceived that the roll out of monitoring framework could have been done more efficiently.

■ **Access to information management systems:** Workshop participants felt that the management information system that generally existed was not adjusted to monitoring requirements of the project. This in turn might have led to data collection and analysis delays, affecting the program's overall effectiveness.

■ **Lack of clear lines of responsibilities:** At least initially, roles and responsibilities vis-à-vis monitoring, evaluation, research, and learning (MERL) activities were not clear. This might have led to MERL tasks not being completed on time and in the most efficient way. Lack of clear responsibilities might have explained the data analysis and reporting delays observed within the first quarters of project implementation.

■ **Logistical challenges:** The program operates in a vast area. Due to workshop participants this made the organization and panning of monitoring field work difficult.

■ **Time Constraints:** As discussed by participants, monitoring activities often faced competing priorities. This was particularly true at the beginning of the project. Project staff had to juggle monitoring needs such as training on tools and procedures as well as needs emerging within other areas of the other project work.

Given the monitoring challenges, it was suggested that having stable MERL teams and providing project staff with training on project monitoring and reporting requirements. This appears feasible. In general, so workshop participants during the discussion, World Vision Bangladesh has prioritized adequate resources, staff training, stakeholder engagement, and highlighted ethical considerations during field work. Participants also highlighted a culture of learning and adaptability within the organization, which ensures MERL activities contributing to program improvement and impact.

5.2.3. ChildFund Burkina Faso

During the ChildFund Burkina Faso workshop, attendees pointed out some areas of concern that require improvement:

■ **A project monitoring was rolled out slowly:** Workshop participants highlighted that the complexities of project reporting required a broad range of monitoring tools. Tools require did not only imply attendance lists to track attendance of beneficiaries within the different groups organized by the project but also more complex tools such as satisfaction surveys. Especially the latter type of tools was rolled out across the project only in a slow manner. As a result, project teams had to be familiarized with project monitoring tools and processes during stages when they were already involved with the implementing of other project activities. This in turn affected not only the quality of project monitoring but potentially also the quality of other project

undertakings as well.

■ **Computer assisted data collection tools were often not provided.** As was implied by workshop participants, the broad range of monitoring tools resulted in vast amounts of data. Paper-based monitoring tools would have entailed complex data entry operations. Thus, computer-assisted data collection tools were required. The IMT offered the development of KOBO based data collection tools. However, due to lack of IT infrastructure, computer-assisted monitoring could not be implemented systematically.

■ **Field steering committees were lacking:** Within field implementation structures there was oftentimes no coordination of the different monitoring tasks. As per the workshop participants, this resulted in delays of monitoring data collection and reporting. It might have also explained why project monitoring was oftentimes incomplete.

■ **Monitoring budget insufficient:** The lack of IT infrastructure was only one example of insufficient budgeting. In general, workshop participants highlighted that the monitoring budget allocated was not adequate given the vast monitoring and reporting requirements. This in turn hampered the completion of the different monitoring tasks.

■ **ChildFund Burkina Faso did not specify any management responses,** but the constraints above imply a number of potential action points that can be taken to ease monitoring constraints and challenges.

5.2.4. Terre des Hommes Burkina Faso

During the SWOT analysis of project monitoring, Terre des Hommes Burkina Faso workshop participants highlighted various aspects pertaining to monitoring data collection. Amongst others, the following challenges were identified:

■ **The monitoring tools were imposed on implementing partners by the global consortium level:** workshop participants

felt that the global templates developed by the IMT at the global level were not always attuned to local ground-level realities. They felt that the adjustment to local realities was too work intense. Amongst others, French-speaking implement partners had to translate the tools from English into their own language. Also, workshop discussants felt there were too many tools in operation, which imposed a heavy burden on field teams.

■ There were delays in the roll-out of the monitoring tools: As per the workshop discussants, it was known that this project will require a broad range of monitoring tools. However, they pointed out that the tools were rolled out too late. By the time of the roll out, field teams were already engaged in other field activities. This double burden of getting trained up on monitoring while also completing other field activities affected the project work.

■ There was a lack of support: Workshop participants pointed out that there was the need for additional support from the global level. As they explained, however, there was no dedicated monitoring focal point at TdH Switzerland that could have helped to address bottlenecks in the domain of project monitoring.

■ The social context of the project rendered project monitoring challenging: The political instability and poor security situation in the country has made project implementation and monitoring activities difficult and on occasions has led to the suspension of certain programs.

Terre des Hommes Burkina Faso has suggested the following action points to address these challenges. First of all, it was suggested to translate the monitoring framework prepared by the IMT into French. Second, it was also suggested to train project field partners that are responsible for administering the monitoring data collection tools on all relevant aspects of the monitoring framework. Third, it was decided to have regular check-ins to track the roll out of monitoring across field partners and across

the different activities and outputs. Finally, it was also deemed necessary to have a project support at Terre des Hommes Switzerland that helps in-country field partners to collect and consolidate monitoring data collection.

5.2.5. Plan International Central African Republic (CAR)

Workshop participants identified several areas of challenges that hamper project monitoring.

■ Insufficient budget resources for project monitoring: Workshop participants considered the budget allocated to project monitoring and reporting as not enough. They highlighted the need for additional financial resources amongst others for project monitoring. In this respect, discussants emphasized the need for sufficient monitoring of the socio-professional reintegration of enfants associés aux forces et aux groupes armés (EAFGA, i.e., Children Associated with Armed Forces and Armed Groups).

■ Logistical challenges associated also with project monitoring: Due to the remoteness of project locations, field staff faced hardship in reaching and supporting project activities on the ground. This also affected the information exchange within project monitoring. On the one hand, it was difficult to roll out monitoring tools across project locations as well as to instruct field teams about the use of those tools. On the other hand, it was also challenging to submit monitoring data collected to the country office. This problem was further exacerbated by poor internet connection.

They also identified security context in the country as a major challenge not only for the project as a whole but also monitoring work in particular. Plan International CAR did not specify management responses but addressing the above-mentioned challenges should help to ease monitoring constraints and challenges identified.

5.2.6. SOS Children's Villages Central African Republic (CAR)

Workshop participants identified the following challenges within the organization's project monitoring. These challenges include:

- Project funds allocated were disbursed slowly: Workshop participants highlighted that budgets allocated to project monitoring were not only insufficient. Budgets available were often disbursed slowly. This further exacerbated logistical challenges associated with project monitoring field visits.

- The adjustment of the global monitoring templates to local contexts was challenging: At the global level, the IMT developed templates to inform the monitoring tools to be used at the local level. Workshop participants pointed out that the contextualization of these tools required more work than initially anticipated. This contributed to the workload of technical teams and effectually field staff on the ground. The adjustment work required might have also explained some of the delays in rolling out monitoring across the project.

Moreover, the country's security context and poor fieldwork conditions hamper the project monitoring in some communities. Based on feedback from project teams and external participants, SOS Children's Villages CAR suggested that project leaders make a solid case for the consortium to increase funding for monitoring and evaluation. The logistical challenges faced by Implementing partners have been attributed to the shortage of supplies that, in turn, affect work and monitoring times. This may be improved with an increased budget.

5.2.7. SOS Children's Villages Colombia

Workshop participants identified that during the onset of the project there were some uncertainties regarding the goals and measurement criteria. As the project progressed, these uncertainties were resolved. However, the tools the consortium

had standardized were not available at the beginning of the project. This led to the following challenges:

- Slow start of project monitoring due to late availability of monitoring tools: workshop participants highlighted the crucial importance of the project activity list. The activity list brings together the different project reporting on project activities completed and outputs attained. However, the roll out of the activity list as the main reporting tool was tied to the availability of the monitoring tools. Workshop participants perceived the monitoring tools should have made available earlier than they were eventually made available. That way, project staff could have first focussed on the roll out of the monitoring tools. As a second step, they could then have implemented the project activity list based on the monitoring tools.

- Implementing project activities in remote areas was logistically challenging: Project activities are coordinated by the country office. However, project locations are often far away from the country office. According to workshop participants, the distance between country-level project coordination and management as well as field-level operations rendered it difficult to roll out the technically-difficult monitoring tools. Time and costs associated with travelling to and from the project locations made, amongst others, training of field teams challenging.

Project monitoring tools are now available. Thus, an adequate management response should especially centre around addressing the logistical challenge associated with monitoring visits. This should also imply a schedule for monitoring visits the monitoring team was encouraged to develop.

5.2.8. Terre des Hommes Colombia

The project's achievements and impacts on children and adolescents have yet to be widely disseminated due to time constraints. The following challenges associated project monitoring were identified by workshop participants:

■ **High workload:** Staff currently employed often felt overwhelmed. Field staff often do not have the time to adequately organize and implement workshops, give psychosocial support, and organize distributions.

■ **Security concerns rendered some monitoring processes challenging:** As per the workshop discussions, computer-assisted data collection has not been sufficiently employed yet. Using tablets for data collection has been challenging due to the complex security context and distrust from some armed actors in the territory. Even though Kobo would strengthen monitoring, monitoring data is still oftentimes collected using pen and paper. Hence, the data collected that way needs to be entered into the computer, which is cumbersome.

■ **Data collection tools required adjustments:** Project staff did also not expect that the global templates of the monitoring data-collection tools required adjustments to the Colombian context. Amongst others, it was

difficult to obtain feedback on the project monitoring tools on time. Thus, finalization of the adjustment of tools took longer than expected, which in turn caused some delays in the roll out project monitoring.

■ These challenges imply clear action points that can be taken to make project monitoring more effective. It was discussed that project monitoring may require more staff given its various monitoring and reporting requirements. In addition, workshop participants also highlighted the need for security assessments of the different project locations to keep security risks to project staff to a minimum.

5.2.9. ChildFund Ethiopia

The following are challenges in project monitoring that were identified during the workshop:

■ **Budget limitations hampered project monitoring:** workshop participants alluded to the fact that project budgets did not allow sufficient funds to ensure the implementation





of project monitoring required given project reporting needs.

■ Late roll out of monitoring tools caused delays in the roll out of project monitoring: As was highlighted during the workshop discussions, the project required additional monitoring tools to cope with all the project reporting requirements. As they pointed out, the tools were provided by the IMT at the global level. However, the global templates of the tools were handed out later than expected. By the time, the templates were shared, project staff was already engaged in field activities, which in turn hampered the introduction of the tools.

■ The need to adjust the global templates of the monitoring tools caused additional delays in project monitoring: As workshop discussants highlighted, the need to adjust global templates of the monitoring tools to the local context was not included into the initial project workplan. Amongst others introducing the tools to the local project structure was thus an additional work burden the project team had to cope with.

■ Security concerns affected field work, including monitoring data collection: As it was highlighted during the workshop discussions, transportation was unavailable at project locations due to the ongoing conflict This in turned posed challenges in providing

necessary assistance to beneficiaries and impacted monitoring activities.

Proposed management responses raised during the ChildFund Ethiopia workshop included the allocation of sufficient budget also to monitoring and evaluation to meet the different reporting requirements and standards. Responses also included the provision of sufficient training and orientation to project staff on monitoring and reporting requirements. The organization and execution of project monitoring should also consider the contexts within communities (e.g., travel constraints to be visited to ensure effective monitoring and reporting.

5.2.10. Save the Children South Sudan

Workshop participants highlighted the need to employ the monitoring tools developed for the project. It has also been noticed that the team must be fully committed to using the monitoring tools, which is crucial to successful project implementation. The following are the main challenges resulting from this situation:

■ Lack of adequate funding for project monitoring: During the workshop, it was perceived that the budget allocated for project monitoring was insufficient. Existing

budgetary limitations hampered the ongoing implementation of monitoring processes in the project.

■ **Lack of clear responsibilities:** Discussants felt it was needed to assign clear responsibilities concerning project monitoring. Current filed implementation structures would not [provide such clarity. In this respect, workshop participants pointed out that clear roles and responsibilities can be defined using the implement the RACI matrix. The RACI matrix helps to specify who is responsible, accountable, and who needs to be consulted, and informed when it comes to implementing project monitoring.

■ **Monitoring tools were technically demanding:** workshop discussants also pointed out that the implementation of the project monitoring tools is technically demanding. Amongst others, monitoring tools are used to gauge project satisfaction levels amongst target communities. During the workshop, it was discussed that project staff should have received sufficient training on monitoring activities and processes at the project start.

These challenges already bear clear management responses deemed necessary. In fact, by the time of the workshop Save the Children South Sudan was already scheduled to receive a comprehensive orientation on the project monitoring tools. In this respect, it was also considered important to provide training on the template of the activity list, which is a key project monitoring and reporting tool. Other management responses suggested during the workshop include: The RACI framework should be reviewed further, and staff members who are included should be tasked to develop a proper monitoring plan.

5.2.11. World Vision South Sudan

In the case of World Vision South Sudan, security concerns within project sites partly caused monitoring field visits to be put on hold. In addition, the following monitoring challenges were identified:

■ **Budgetary constraints hampered project monitoring:** It was highlighted by workshop discussants that the budget allocated to project monitoring was insufficient. For example, it was agreed upon that tablets for monitoring data collection were necessary but could not be purchased due to budget limitations. This in turn slowed down project monitoring significantly.

■ **Staffing limitations:** Workshop participants also highlighted that the human resources allocated project monitoring was insufficient as well. Project staff involved in the collection, and reporting of project monitoring was not enough to ensure all project reporting requirements were met. This in turn might have explained why project monitoring was implemented inconsistently.

The proposed managerial response by World Vision South Sudan is to prioritize monitoring activities in the future. To ease the monitoring challenges, the following action points were suggested. First, the project management team should explore ways to make use of the electronic versions of the monitoring tools developed by the IMT. This in turn should make monitoring data collection easier and faster. Also, it was recommended to explore ways to better assign project field staff across the different project locations to ensure more efficient use of human resources. For example, Juba-based staff involved in monitoring could not travel to the locations of Munuki and Mangala to carry out monitoring checks. In general, workshop participants concluded that project monitoring should be given a higher priority.

5.2.12. Key findings concerning monitoring challenges across implementing partners

In session 2, the JF-CPIE midterm reflection workshop identified and discussed the resources available for and potential challenges associated with project monitoring. The discussion above focused especially on the challenges associated

with project monitoring, which helps to develop general management responses to address the most common shortcomings within project monitoring across implementing partners. Across the different implementing partners, the following challenges were commonly identified:

■ **The scope of monitoring requirements:** The workshop discussions suggested that monitoring and reporting requirements associated with JF CPIE turned out to be higher than initially anticipated. For example, Terre des Hommes Burkina Faso stated that “there are too many tools”. The tools themselves, however, are just a reflection of the different project areas to be monitored as per the project logframe. The scope of monitoring requirements might have generally been underestimated by implementing partners.

■ **Resource limitations:** it appears that the available resources both in terms of staffing assigned to as well as time of staff dedicated to monitoring is often not aligned with the actual monitoring and reporting requirements imposed by the project. Given the complexities of monitoring associated with this project, accountability structures need to be developed that were not previously available. In fact, in a number of cases, dedicated monitoring staff managing and coordinating monitoring data collection and reporting is not in place. This problem is also further exacerbated by budget constraints. It appears that at least partly the monitoring and reporting requirements are not adequately reflected within project budgets.

■ **Difficulties in adjusting the tools:** The IMT developed global templates of monitoring tools to be employed across implementing partners. These global templates ensured a standardization of both what and how monitoring data is collected. However, these global templates need to be adjusted to local contexts. They also need to be embedded into existing monitoring systems and cultures. This often has turned out to be more challenging than anticipated. Staff assigned to monitoring need to be trained up on the tools and the way they are supposed to be implemented. Another example is the activity list, which is a key monitoring and

reporting tool implemented within the project. It also requires monitoring and project staff to adjust to ensure its proper use. The IMT had developed numerous training and orientation materials to ensure project staff can familiarize itself with the different monitoring tools. Nonetheless, the adjustment and introduction of the different monitoring tools remain challenging for many implementing partners.

■ **Technical challenges in rolling out the tools:** In addition to the project managerial difficulties in monitoring implementation there are also technical challenges associated with project monitoring. These technical challenges concern amongst others the linking up of the electronic versions of the data collection tools with the activity list and their embeddedness into the general management information systems of country offices. Partners also pointed out that the IT infrastructure required to deal with the complexities of this project monitoring was often not in place. These challenges highlight that project monitoring associated with JF-CPIE has gone beyond more traditional project monitoring for many partners.

■ **Time constraints:** The project managerial and technical challenges as well as challenges associated with limited resources available for monitoring are further exacerbated by the short time span of the project. The project is scheduled to be completed within 2 years. This means implementing partners are required to “hit the ground running” to ensure all project activities are implemented. This often leaves hardly any time to build up monitoring resources, address technical challenges associated with monitoring, and to carefully adjust and then locally roll out the monitoring tools. Also, monitoring visits often come along with substantial logistical challenges given that some of the communities the project is working in are remote (e.g., Burkina Faso). Time constraints may also explain why project staff working on monitoring often feels “overwhelmed”. Time constraints even turned out worse given that the global templates of the monitoring tools were not available within the first 6 months of project implementation.

■ **Security and safety concerns:** The project is about child protection within emergency settings. As a direct consequence, the project is often implemented in locations affected by political strife and violence as well as natural disasters. This in turn puts further strain on the limited monitoring resources to deliver on the complex monitoring requirements within the short period of time given by the project. Especially in areas where there are armed conflicts, implementing partners cannot use some of the electronic data collection tools (e.g., Colombia) or cannot even reach communities to carry out the complex monitoring data collection (e.g., Ethiopia). When it comes to monitoring, it appears that at least some implementing partners are caught between a rock and a hard place.

The idiom of being caught between a rock and a hard place describes difficult situations that require difficult management responses. The necessary management responses can be partly inferred from the above-mentioned challenges identified. Also, workshop participants discussed management responses that may help to ease at least some of the challenges associated with project monitoring in the context of JF-CPIE. The necessary management responses can be summarized as follows:

■ **Recognize the complexities of the monitoring and reporting requirements:** A number of tangible management responses were discussed and proposed to improve project monitoring across the different midterm reflection workshops. However, they all hinge upon a first major predicament. Consortium members and their implementing partners need to recognize the requirement to carry out complex monitoring data collection and reporting consistently for each activity within the project logframe. Implementing partners need to provide for project monitoring that is consistently implemented across the different project areas. Project monitoring implies data collection and reporting not only on some aspects (e.g., project activities) but all aspects (i.e., all activities and all outputs) of the project. It also requires to be implemented on an ongoing basis. In laymen's terms, consistent, comprehensive and ongoing JF-CPIE project monitoring is not a nice to have but a need to have. Only with this shift

within project management the additional management responses discussed next are feasible. On the more positive side, however, with the implementation of consistent and comprehensive project monitoring, project partners increasingly access the necessary data they need to track activities and project outputs over time.

■ **Increase project budgets to be used for project monitoring:** There is no doubt that in at least some cases implementing partners have underestimate the resource implications consistent and comprehensive project monitoring requires in the context of this project. Implementing partners need to carve out the budget and project resources required to ensure that project monitoring is carried consistently, comprehensively, and on an ongoing basis. Budget resources are to be provided to ensure sufficient project staff has enough time and capacities to carry out monitoring data collection, reporting, and reflection to the extent necessary. Also, monitoring staff needs to be equipped with those resources they require to carry out monitoring visits in both accessible and remote project communities. Monitoring staff needs to be provided with the time and space they require to familiarize themselves with the full range of monitoring data collection instruments and the principles for applying them as well as the reporting tools such as the activity list. These investments may be difficult to make at first, but project implementation may increasingly benefit from them.

■ **Develop technical solutions that help to ease some of the constraints associated with project monitoring:** Monitoring data collection is often reliant on pen and paper. This is cumbersome in that the data collected needs to be processed electronically before it can be reported. Through switching towards tablet-based data collection using KOBO toolbox, the costs associated with monitoring can be reduced on the medium run. KOBO toolbox can be linked up with reporting tools such as the activity list. It can also be linked up with implementing partners' management information systems. This in turn allows processing and reporting data more or less in real time without having to rely on data entry first. Project monitoring thus becomes more flexible and less resource intense.

■ Make the consistent roll out of project monitoring a priority (at least for some time): In the context of JF-CPIE, project monitoring is complex. However, it is also mandatory. Thus, implementing partners must roll out the different monitoring data collection tools consistently and comprehensively as well as on an ongoing basis. The sooner they start doing so, the earlier project monitoring is rolled out completely. This in turn will help project implementation. Project managers will then have the data to review progress against the different milestone targets and determine where revisions of activities may be necessary. Thus, it may be beneficial to make establishing project monitoring a top concern until it is implemented consistently. In the words of workshop participants of World Vision South Sudan, project monitoring should be given “priority”.

5.3. Project challenges encountered and management responses proposed

In session 5, participants were encouraged to identify and agree on action points and management responses to tackle coming challenges effectively. To do so, they used future project activities identified in session 3 as well as past project challenges and obstacles discussed in session 4 as reference points. The main exercise of session 5 consisted of a 2 by 2 table. In the top row, workshop participants must include all project activities ordered by difficulty level. In the bottom row, workshop participants were asked to post potential management responses that could help to ease the difficulties associated with the challenging projects tasks. For each implementing partner, the management responses proposed are developed. In line with the exercise, management responses were often developed for the different types of project activities. In line with the project logframe, these activities can be grouped by the different project outputs. Thus, to ensure comparability of management responses put forward by implementing partners, they are discussed in relation to the different project outputs as well.

5.3.1. Plan International Bangladesh

The discussion on potential management responses within the midterm reflection workshop held by Plan International Bangladesh appeared to have been in relation especially to those activities that were completed within the first quarters of the project (session 4). These activities, however, are only partly continued within the final 4 quarters of the project (session 3). The management responses developed are summarized here, nonetheless.

The management responses developed are in relation to project activities that were considered to be difficult. In case of Plan International Bangladesh, activities in the following project outputs were perceived to be challenging in terms of implementation.



Provide awareness raising sessions to children (output 1.1): Activities that raise awareness on child protection risks amongst young people, which were considered challenging by Plan International Bangladesh, were sessions on champions on change (CoC) as well as school-based sessions. The former activity was deemed difficult because it was hard to reach adolescents within the normal hours of the day. In those hours, young people were often concerned with their studies, work, and domestic chores. Also, workshop participants highlighted that it was often a problem to find sufficient space to hold quality CoC sessions. Finally, the project was often not able to provide sufficient session materials for all participants of CoC events. Most of those problems also applied to school-based child protection awareness raising sessions. During normal day hours, for example, students were often busy with their studies and thus could not go to those awareness-raising sessions. Also, it was not always possible to have rooms for those sessions. Hence, workshop participants suggested revising project targets for those activities in output 1.1. Given the logistical challenges, they might have been too ambitious. Also, more budget allocations to output 1.1 are required to ensure that sufficient materials and other aids can be provided.

Distribution of dignity kits (output 1.5): This project activity seemed to have faced substantial logistical challenges. External stakeholders such as the camps managements partly objected the dignity kits Plan International Bangladesh wanted to distribute to girls and young women amongst the refugees. They suggested kits of better quality. However, budget allocations did not allow for better quality dignity kits. Local authorities also suggested distributing more kits to beneficiaries than the project initially implied. This might have had budget implications as well. Also, boys in camps demanded non-food items as well as compensation for not receiving any dignity kits. To counteract these challenges workshop participants suggested better coordinating with local stakeholders amongst others on the quantity and quality of dignity kits to be distributed. Whatever the agreements with local stakeholders, they need to be reflected in the project budget. To ensure general acceptance of the distribution of dignity kits within camps, one should offer something to boys as well.

Cash voucher assistance (CVA; output 2.2) and non-food item (NFI) support (output 2.3): As for the distribution of CVA's and NFI's, a key challenge encountered was the selection of beneficiaries. As it was alluded to, the shortlisting of beneficiaries was influenced by external stakeholders such as government officials. This may suggest that the sets of criteria to select beneficiaries were not always seconded by government staff. Management responses proposed included coordination with government bodies ahead of the distribution of items. Additional details on how to best manage the coordination were not specified. However, the nature of difficulty encountered suggests that improved coordination should be about the sets of criteria by which to select beneficiaries. For example, the selection criteria should be agreed upon by all stakeholders in a transparent way.

Support of community-level child protection groups (output 3.3): in case of Plan International Bangladesh, the community-based child protection committees (CBCPC) meet on a quarterly basis. These meetings need to be coordinated with and approved by the department of social services (DSS) of the Bangladeshi government. However, DSS is frequently changing the dates of the meetings. Also, DSS officials request support when organizing these meetings (the workshop summary does not specify what kind of support). Thus, the support of the CBCPC requires budget allocations that might not have been provided for by the project initially. Besides, to further support the activity in this project output workshop participants suggested improved coordination and rapport with government officials involved. This can be achieved amongst others through regular visits to those government officials involved in this activity. Close coordination of the CBCPC with DSS should then help to make running these meetings more effective.

Training of non-child protection (NCP) actors (output 5.1): In case of Plan International Bangladesh, the training of NCP actors requires 2 days. As workshop participants explained, it is challenging for many NCP actors to free their calendars for 2 days due to heavy workload. Due to heavy workload they might have been less willing to commit to these training courses on child protection. Similar to the activities in other

project outputs, improved coordination was seen as the solution to this problem. Workshop participants suggested to coordinate these training interventions with those donors NCP actors work for. This should help to increase acceptance amongst the target group.

Establishment of functional helpdesks (output 5.2): Functional helpdesks are rather technical in nature. They therefore require qualified staff. As workshop participants highlighted, due to the limited budget allocations available, it was very challenging to hire qualified child protection personnel to staff the helpdesks. Also, due to poor network coverage, communication with the helpdesks set up in camps was challenging. This in turn affected the functionality of the helpdesks established. To address these challenges, workshop participants suggested hiring qualified staff and thus adequately provide fundings within the project budget. The IT department may be able to find a solution to the coverage problem.

5.3.2. World Vision Bangladesh

The discussions during the workshop held by World Vision Bangladesh centered around general management responses that may not necessarily apply just to specific project outputs. Instead, workshop participants seemed to have agreed that a general revision of project planning is required. This revision could eventually result in “action plans” that may help to adjust project planning forward. In this respect, workshop participants also recommended “early planning” in areas such as the project’s endline survey to ensure project activities are delivered on time. Workshop participants also suggested implementing “regular security updates” to ensure security of staff when moving to camps and host communities.

These management responses could be understood as general principles to be applied to the management of this project. In addition to these management responses, workshop participants also discussed project activities that were considered to be challenging during execution. Partly, these challenges were general in nature. Partly, they could be related to specific project outputs. It is for this reason that these project challenges are summarized below:

Distribution of cash voucher assistance (output 2.2): As discussed during the workshop, World Vision Bangladesh conducted assessments and prepared beneficiary lists to support the CVA distribution. However, the entire process could not be completed within the fourth project quarter as intended by the implementation plan. This was amongst others due to the lack of government approval to distribute the CVA’s. To tackle this and similar issues in future, it was discussed to improve coordination with the corresponding government bodies. Through regular communication and check-ins, the need for government approvals can be flagged up to the corresponding bodies on time. This should then help to reduce similar bottlenecks in the future.

Access to self-help groups (output 2.3): The project team started setting up income-generation activities (IGA’s) within host communities. However, they encountered challenges in completing these tasks as per the project plan. Due to bad weather conditions (i.e., MOCHA Cyclone, heavy rainfall, flash flood), the selection of areas trade sectors for the IGAs took longer than expected. Acts of God are difficult to come by. Future project planning needs to provide cushions for these contingencies.

Conducting risk mapping exercises (output 3.1): The project team charged with carrying out this activity faced delays due to heavy workload. They had to prioritize other project activities over this exercise, which resulted in delays in completing the mapping exercises. This in turn highlights the importance of careful workforce planning. Careful workforce planning in turn may help to determine to what extent the size of field staff suffices to complete all project activities within the timeline stipulated.

Supporting the community-level child protection groups (output 3.3) and provide awareness raising sessions (output 1.1): There were challenges within organizing the community-based child protection committees (CBCPC) as well as school club-led awareness sessions. In both instances, stakeholders involved (i.e., community members as well as young people) were not coached in the roles and responsibilities they were expected to assume. This was eventually addressed through project staff providing awareness and coaching sessions to mobilize community-based stakeholders, to sensitize them about their roles, and to prepare them for taking up their responsibilities.

In addition to challenges that could be directly attributed to specific project outputs, there were also challenges described that related to the cross-cutting issue of monitoring and evaluation (MERL). Proper sequencing of activities: The implementation of baseline/ needs assessment (output 0.2) was difficult to accomplish since it overlapped with the implementation of the project's first interventions. This highlights the importance of proper sequencing of the various project activities. Also, it highlights the importance of taking into account the different implications of the various project activities. Undertakings such as the baseline/ needs assessment are complex endeavors that require input by various other (external) stakeholders. Proper planning needs to make sure that sufficient time is provided to carry out these activities. For example, the completion of the needs assessment that formed part of the baseline undertaking required government approval. Due the fact that world Vision Bangladesh was not part of the joint response plan concerning refugees in Bangladesh, the project team faced difficulties in getting the corresponding approval from the government authority at the beginning of the project implementation. Another example in this respect was the recruitment of the consultant firm tasked to carry out the data collection for the baseline/needs assessment.

5.3.3. ChildFund Burkina Faso

In case of ChildFund Burkina Faso discussions that emerged during the workshops held in Gorom Gorom and Djibo can be taken into account. The discussions partly centered around challenging tasks only (Gorom Gorom). Only in Djibo management responses were discussed as well. Thus, the following summary again provides an overview of challenging tasks identified. In addition, those potential management responses are added that are implied by the descriptions of the task challenges encountered (Gorom Gorom) or that were explicitly mentioned (Djibo).

Workshop participants in Djibo discussed challenges encountered during the baseline/ needs assessment (output 0.2). One challenge in this respect was pertaining to communicating the implementation of a large-scale study like the baseline to communities. This may suggest

that communities were not informed about the upcoming baseline by the time enumerators arrived. A corresponding management response to avoid similar challenges in the future thus concerned to increase the number of "communities relays" employed by the project. Set-up child-friendly feedback and accountability mechanisms (output 0.3): As discussed in Djibo, the costs for setting up and running feedback and accountability mechanisms were higher than initially anticipated. The costs incurred were in relation to communication materials, administration, and fuel. Thus, workshop participants highlighted that making feedback and accountability mechanisms required the provision of fuel and communication as well as administrative materials.

Provide awareness raising sessions to children (output 1.1): In Gorom Gorom, workshop participants highlighted the need to allocate more budget to the different awareness raising interventions. As highlighted during the workshop, awareness raising sessions required the provision of snacks, whose costs were higher than initially anticipated. The same applies to the fees for the different service providers for awareness raising activities such as theatre groups or storytellers. In addition to higher budget allocations to awareness raising activities, workshop participants also suggested increasing the visibility of these campaigns. One way to do so would be by including all project stakeholders such as community groups in these activities.

Establish safe spaces (output 1.3). In Djibo, participants highlighted the lengthy process required to set up child-friendly safe spaces. This was partly due to the slow response by local authorities in providing support/ approval of establishing safe spaces. Also, the establishment of safe spaces at least partly depends on the construction of respective physical spaces. In those cases, the construction work and material support at times constitutes an additional challenge. To tackle challenges revolving around the construction of physical spaces, per diems could be provided to those involved in the construction work. This in turn may help to improve "motivation" but may certainly have some budget implications.

Provide positive parenting sessions (output 2.1): In Djibo, workshop participants discussed 2



types of challenges. First, the number of training days required to adequately train up facilitators (training of the trainers) on the content intended was higher than initially anticipated. Second, the training intervention also requires the provision of coffee and snacks during breaks. Due to the ongoing food inflation, the costs of coffee and snacks are higher than initially anticipated as well. Thus, workshop participants suggested revising the project budget allocations for training upwards. They also suggested increasing the number of training days for interventions in this output as well.

Provide capacity-building to community-level child protection groups and networks (output 3.2): In Djibo, workshop participants detected the challenges that also apply to parenting sessions. First, the costs for snacks turned out to be higher than initially budgeted for. Also, the training for those involved in providing parenting sessions might have required more days than initially anticipated. Thus, workshop participants suggested revising the project budget allocations for training upwards. They also suggested increasing the number of training days for interventions in this output as well.

Provide case management services (output 4.2): The quality of the case management services provided was affected by the high workload of the staff involved (Gorom Gorom). It appears that the number of cases to be managed was higher than initially had been expected. In addition, the centers to manage the cases were insufficiently equipped. Staff at these service points lacked computers, printing, printing paper etc. Also, service points lacked adequate toys for the children. This all indicated insufficient funds that were earmarked for the service points. As participants in Gorom Gorom highlighted, “the lump sum allocated per case is insufficient”.

5.3.4. Terre des Hommes Burkina Faso

Based on previous as well as future project activities, and challenges encountered in this respect, participants of the workshop held by Terre des Hommes Burkina Faso discussed some management responses. They were as follows:

The completion of the baseline and needs assessment, midline, and endline (output 0.2): As workshop participants alluded to, the joint baseline/ needs-assessment endeavor was a complex undertaking. It required the project team to coordinate activities between the IMT, the external consultant tasked to complete the exercises, and local field teams. It highlights the need for careful planning of complex endeavors such as the baseline or the upcoming final project evaluation. In fact, participants expressed concerns about not meeting the different deadlines to be scheduled for the final evaluation. A corresponding management response agreed upon was thus to start discussing the preparation of the evaluation with the IMT soon.

Establishment of safe spaces (output 1.3): Regarding the establishment of safe spaces, the challenge detected was about the delivery of construction materials and games to some localities. Some of the locations where the project intended to set up safe spaces were rather remote. It implies the need to take into account the extra efforts to deliver construction and group materials to the remote areas within the project budget and workplan.

Provision of positive parenting sessions (output 2.1): For positive parenting sessions, the difficulty identified related to the mobilization of parents. Workshop participants highlighted the challenges to reconcile the parent/guardians' daily schedules. As internally displaced people, most of them earned income as daily wage laborers. This in turn required them to spend substantial time to find work on a daily basis. Project planning of positive parenting sessions needs to take this into account.

The provision of case management services (output 4.2): As for case management, the difficulty was to meet stipulations imposed by local social services. This implies the management response of the project team having to carefully coordinate with local government bodies to ensure all requirements for the provision of case management services are met.

5.3.5. Plan International Central African Republic (CAR)

In the case of the Plan International CAR, the workshop report did not provide many details about project activities deemed challenging and potential management responses to tackle respective difficulties. Challenges that were discussed seemed to relate to the provision of awareness raising sessions (output 1.1), the establishment of safe spaces (output 1.3), the

provision of case management services (output 4.2), and the training of non-child protection sectoral staff on child protection mainstreaming (output 5.1). Explanations of the challenges provided suggest that implementing these activities generally took more time than initially anticipated. It was thus often challenging to meet project deadlines. Also, the budgeting seemed to require improvements in this respect. For example, there was no budget line linked to case management support. This in turn might have hampered the administration of project support in these areas.

5.3.6. SOS Children's Villages Central African Republic (CAR)

Participants of the workshop held by SOS Central African Republic highlighted a number of general challenges encountered during project implementation in addition to project difficulties faced in specific outputs. The challenges identified were as follows:

Slow start of the project (general). After the project was launched, there were delays in the arrival of logistical resources such as the project motorbikes. This problem was further exacerbated by the fuel shortage that hit the country. Project funds were disbursed rather slowly. Thus, project activities were rather slow at project onset. Due to the delays in the



purchase of equipment at the central level, work was running slowly at field level as well. Due the fuel crisis as well as the generally deteriorating political situation in Burkina Faso, field visits were almost impossible. After setting up the field offices, the staff oftentimes faced internet access problems, which hampered communication with the country office.

Establishment of safe spaces (output 1.3): The establishment of safe spaces required the construction of respective rooms. The construction work was often hit by serious delays. These delays were due to the underestimation of costs associated with the construction of safe spaces. Also, the transportation of the construction materials was often delayed to the fuel shortage.

5.3.7. SOS Children's Villages Colombia

Participants of the workshop held by SOS Colombia discussed a number of challenges encountered especially within the following 2 project outputs:

Provide psychosocial support to children (output 1.4): As for SOS Colombia, this activity was partly implemented through home visits. A challenge encountered in this respect was the conflicting schedules of parents. Due to the daily chores, it was partly difficult to organize the homes visits. A management response contemplated during the workshop concerned the development of other communication channels to interact with caregivers in cases they are not available for home visits. What communication channels that may be were not specified though.

Provide positive parenting sessions (output 2.1): Similar to home visits to provide psychosocial support, the scheduling of parenting sessions encountered the problem of conflicting schedules. Due to other obligations parents were at times just not available for the sessions. Workshop participants highlighted the need to be very flexible within the organization of the parenting sessions.

Support community-level child protection groups and networks (output 3.2): Workshop participants alluded to the perceived challenge that this

project activity is not only about strengthening these groups and networks professionally. It is also about building trust towards these child protection groups and networks within communities. Thus, child protection campaigns should also be used to build trust towards these groups and networks.

5.3.8. Terre des Hommes Colombia

Based on the workshop notes provided by Terre des Hommes Colombia, it was difficult to relate points raised during the session on difficult project activities and subsequent management responses to specific project outputs. Points related to project outputs raised can be summarized as follows:

Provide psychosocial support and psychological first aid to children and adolescents (output 1.4): As workshop participants implied there are not only challenges on the supply side. It appeared that there was the need to raise awareness of the importance of mental health within communities as well. Future programming of these activities needs to take into account such aspects of psychosocial support. Also, providing sufficient psychosocial support capacities is key. In Colombia, the project is employing professionals that provide psychosocial support to children and their families. Workshop participants, however, highlighted that there is a need for additional capacities to provide psychosocial support to members of the communities. The need that was expressed within communities seemed to exceed the current capacities available.

Provide positive parenting sessions (output 2.1): Similar to what other implementing partners have raised, workshop participants of Terre des Hommes Colombia stated that it was often difficult to hold these sessions due to conflicting schedules of parents. They are often involved in daily chores and work that prevents them from freeing the time required for these sessions. An adequate management response would imply ensuring flexibility within the scheduling of these sessions. Workshop participants also highlighted the need to create more spaces for caregivers that help them to deal with emotionally challenging situations they are often subject to. Workshop participants also highlighted the

need to assess the security situation within the communities they work with, especially ahead of field visits (general). It is always necessary to analyze, review, and evaluate the security situations in the territories.

5.3.9. ChildFund Ethiopia

The corresponding discussion within the workshop held by ChildFund Ethiopia seemed to have centered around mainly the challenges associated with some project activities. A discussion of the potential management responses to tackle these challenges was not summarized within the workshop notes. Nonetheless, the challenges outlined imply some potential management responses that may help to further strengthen the project. Thus, the challenges outlined are summarized below.

Set-up of feedback and accountability mechanisms (output 0.3): It appears that this project activity is embedded within local government structures. In fact, it is imaginable that respective mechanisms are linked up with local child protective services. However, workshop participants pointed out that the project mechanisms set up lack support by government stakeholders due to the inadequacies of the facilities used. This in turn would highlight the need to closely coordinate the project activities with local stakeholders such as the government. It also highlights that child protection is always of public concern. Full transparency is thus required.

Establish safe spaces (output 1.3): Workshop participants alluded to the need for careful sequencing of activities required to set up safe spaces. It highlights that project activities around child protection are often complex undertakings that require orchestrating input from different internal and external stakeholders carefully.

Provide psychosocial support and first aid to children and adolescents (output 1.4): Training interventions to enable those community stakeholders to provide psychosocial support and first aid to children and adolescents do require refreshments of various kinds. Otherwise, community stakeholders may not have the incentive or energy to undergo training on child protection. After all, respective training sessions require time and dedication. However,

workshop participants highlighted that the budget allocations to this output did not suffice to ensure the provision of adequate refreshments for training participants. Respective budget revisions are necessary.

Provide positive parenting sessions (output 2.1): Project sessions may not only require an additional budget to provide for refreshments. In the case of the parenting sessions, workshop participants also suggested the provision of travel allowances to ensure caregivers invited can attend these sessions. However, travel allowances were not included in the project budget. This in turn may have prevented at least some parents from attending the sessions. Respective budget revisions are necessary.

Provide cash voucher assistance (CVA) and non-food item (NFI) support (output 2.2): Inadequate budgeting might have also prevented the support of all most vulnerable households with CVAs and NFI's. In cases of limited resources, implementing partners either have to focus on the neediest households first or they increase budget allocations. In both cases, project adjustments are necessary.

Conduct participatory community mapping exercises (output 3.1): In case of activities pertaining to this output, workshop participants detected to some extent a lack of capacities on side of those social workers in charge of conducting the participatory community mapping exercises. This in turn may have affected the completion of those exercises on time. In addition, the generally deteriorating security situation in Ethiopia partly prevented the completion of participatory community mapping. The latter factor is almost impossible to address. However, additional training of social workers would be the right management response in the case of the former factor.

Provide case management services (output 4.2): In the case of ChildFund Ethiopia, the number of children and caregivers seeking case management services was higher than initially anticipated. An adequate management response would thus imply the allocation of additional resources to ensure all service requests are adequately adhered to. Another management response may imply carefully gauging the level of need for case management services before setting them up. This, however, may be difficult.

5.3.10. Save the Children South Sudan

The discussions of challenging project activities in the case of Save the Children South Sudan appeared to have been about general project aspects. As such, they cannot be summarized through referring back to the framework of project outputs. Workshop participants found it challenging to work with the different reporting templates employed to facilitate communication between the in-country level and the global coordination team. These templates would have frequently changed. In this respect, workshop participants also mentioned the need to link up the activity list with the narrative reporting template, something the global coordination team has already done.

5.3.11. World Vision South Sudan

Below is a summary of the discussion organized by World Vision South Sudan about project activities that encountered challenges in the field. Workshop participants might not have contemplated management responses. However, the details of the challenges provided in the workshop notes imply some potential management responses that could help to further improve the project implementation moving forward. The challenges encountered are as follows:

Complete baseline and needs assessment, midline, and endline (output 0.2): as workshop participants highlight, there was not sufficient budget allocated to the implementation of the baseline. The recruitment of the external consultant to implement both the baseline as well as the needs assessment turned out to be more challenging than expected. Amongst others delays encountered prevented the implementation of both exercises on time.

Establish safe spaces (output 1.3): Given that project communities targeted were at least partly located in remote areas, the availability of means of transportation to reach these

locations is essential. However, lack of means of transportation prevented community works to mobilize those children and young people targeted for safe spaces. It highlights the need to be careful about project planning and budgeting to ensure all requirements for project implementation are met. In one instance, a local authority initially requested rent for the room to be used for the safe space. This was eventually resolved. However, it highlights the need to closely coordinate with local stakeholders to ensure smooth and effective project implementation.

Distribution of dignity kits (output 1.5): The lack of transportation also seemed to have affected the distribution of dignity kits. Lack of transportation turned out to be particularly challenging since dignity kits had to be distributed to respective families individually at their houses. Also, the number of dignity kits provided was by far too small compared to the need within communities targeted), something that also applied to the provision of CVA and NFI support (output 2.2).

Both aspects again highlight the need for careful planning and gauging the amount of material support to be provided. Only supporting some and not all potential beneficiaries may result in jealousy and thus potential tensions within target communities. In this respect, workshop participants highlighted that communities were at least partly not aware of the selection criteria. To exhibit this level of transparency about eligibility for project support is essential to avoid conflict within the project areas.

A final point raised by participants of the workshop organized by World Vision South Sudan concerned the recruitment of community workers employed by the project. As workshop participants highlighted, at least in one instance community leaders wanted to have a say in the selection of the community workers. In another instance, beneficiary communities demanded community workers to be recruited from their camps. In both instances, several meetings with community representatives were necessary to explain the selection criteria for community workers. These examples again highlight the need to be transparent about the way the project is implemented.

5.3.12. Key Trends within challenges encountered and management responses proposed.

The different challenges encountered by implementing partners can be grouped in different ways. Table 13 groups the challenges by project outputs. It suggests most challenges were encountered within activities to set up safe spaces (activity 1.3; it was raised by 6 implementing partners), to provide psychosocial support (activity 1.4; it was raised by 6 implementing partners), and to implement parenting sessions (activity 2.1; it was raised by 6 implementing partners). By contrast, project outputs around life skills groups for young people (activity 1.2), child protection referral pathways (activity 4.1), and child-friendly help desks (activity 5.3) did not seem to have been associated with any challenges.

A different way to group the implementation challenges is to categorize them by the nature of the problems that caused each challenge. A key advantage of this approach towards grouping the key challenges identified is that it is a more efficient way to outline potential management responses that may help to further strengthen the current project or at least to inform future endeavors similar to the current project on child protection in emergencies.

Figure 1 on the next page presents a schematized overview of the different themes identified. Altogether they can be grouped by 3 thematic blocks: Community needs, delivery needs, and resource needs. As figure 1 suggests, these themes can be further divided into different sub-themes. The 3 overarching themes are schematized concepts to organize the different challenges project teams indicated having faced during project implementation. As such, these challenges or needs are not necessarily independent of each other. In fact, not adequately addressing challenges in one area may promote challenges in other areas. For example, inadequate input planning during the project initiation stage may easily hamper the effective implementation of project activities and services during the project implementation stage. Hence, the different challenges (i.e., community needs, delivery needs, and resource needs) are related to each other. The different challenges are defined next.

The first set of challenges is ‘community needs’. It refers to challenges around determining the needs of communities, especially in terms of the quantity of services and support required. Altogether, 4 project teams (ChildFund Burkina Faso as well as Ethiopia, Plan International Bangladesh, and World Vision South Sudan) expressed challenges of this kind. For example, one project team stated that the quality of the case management services (output 4.2) was affected by the high workload of the staff involved. It appeared that the number of cases to be managed was higher than initially had been expected. Thus, the community needs in terms of case management services appeared to be underestimated. Another project team explained that the number of dignity kits (output 1.5) provided was by far too small compared to the need within communities targeted. The team also highlighted that the demand for CVA and NFI support (output 2.2) was underestimated as well. In one instance, a project team reported that camp management partly required dignity kits of better quality. Thus, community needs may not only concern community needs in terms of quantity but also in terms of quality of the support provided.

A first management response towards addressing challenges around community needs would certainly be the allocation of additional budget. It would help to provide communities with the level of support required. This, however, may not always be a realistic option. Another management response may thus be to allocate available resources to the priority segments of beneficiaries within targeted communities. This in turn, however, may require strengthening the capacities of implementing partners to carry out careful targeting of project services. It may also require careful communication to hit home the point that resource constraints may require focusing available support on the neediest segments of beneficiaries. In fact, as discussed below communication and coordination has been associated with challenges by at least some project teams as well.

Delivery needs refer to difficulties encountered during the actual project implementation. Amongst the 3 blocks, it is the most multi-dimensional thematic block. It consists of the themes of coordination needs, beneficiary accountability, context needs, ‘Last mile’, construction needs, and planning needs. Coordination refers to the need to communicate, coordinate, collaborate, harmonize with external

Figure 1: The project challenges grouped by the underlying problems that caused these challenges



stakeholders (communities, government etc.) at the different levels in order to ensure successful project implementation. Altogether, 6 project teams (ChildFund Burkina Faso as well as ChildFund Ethiopia, Terre des Hommes Burkina Faso, Plan International Bangladesh, and World Vision Bangladesh as well as South Sudan) expressed challenges of this kind. Typical examples for coordination needs concerned coordination with government counterparts. Some project teams mentioned they encountered challenges getting government approval of the baseline/ needs assessment (output 0.2) carried out at project start without a lengthy process. Others mentioned challenges around getting the “beneficiary lists” for CVA (output 2.2) and non-food item (NFI) support (output 2.3) approved by government bodies.

Coordination needs did not only concern government bodies. Efforts around the baseline/ needs assessment had to be coordinated with the global coordination team/ IMT within the global coordination team of Joining Forces. Something project teams were often not used to. Training of non-child protection (NCP) actors (output 5.1) oftentimes require several days. This in turn requires careful coordination of training to ensure maximum participation rates. Suitable management responses that may help implementing partners to meet coordination needs include amongst others integrating project

activities into local joint response plan. Joint response plans are those cross organizational efforts to coordinate responses to refugee situations within a given context. Also, building (stronger) rapport especially with government amongst others in form of regular meetings counterparts appeared to be another important management response that may help project teams to address specific coordination needs of the project and its activities. This may help to communicate amongst others beneficiary selection criteria for project activities discussed and signed off by the government signed off in time. In this respect, project teams also mentioned the need to be transparent about beneficiary selection criteria, which should be further discussed.

A second dimension of delivery needs refers to beneficiary accountability. It describes the need to be transparent towards communities targeted about the services provided and how beneficiaries within the communities targeted are selected. It is thus related to previously mentioned coordination needs. This may also explain why the examples for challenges around beneficiary accountability given at partly resemble those points raised in the previous paragraph. One project team implied that target communities were not informed about the upcoming baseline/ needs assessment (output 0.2). To prevent similar problems in the future,

Table 13: The project implementation challenges grouped by project outputs

Activity/	Plan BGD	WV BGD	CF BFA	TdH BFA	Plan CAR	SOS CAR	SOS COL	TdH COL	CF ETH	StC SSD	WV SSD	Total
0.1 Set up project												0
0.2 Baseline and needs assessment, midline, and endline completed		X	X	X							X	4
0.3 Set-up of 133 functional child-friendly feedback and accountability mechanisms			X						X			2
1.1 Provide awareness raising sessions to children	X	X	X		X							4
1.2 Organize life skills groups for young people												0
1.3 Establish safe spaces			X		X	X		X	X		X	6
1.4 Provide psychosocial support/first aid to young people			X		X	X	X	X	X			6
1.5 Distribution of dignity kits	X			X							X	3
2.1 Provide parenting sessions			X	X			X	X	X			5
2.2 Provide CVA and NFI support.	X	X							X		X	4
2.3 Provide garden start-up kits, food, access to self-help savings groups	X	X										2
3.1 Conduct participatory community mapping		X							X			2
3.2/3.3 Support community-level child protection groups/networks	X	X	X				X		X			5
4.1 Update and strengthen child protection referral pathways												0
4.2 Provide case management services to children			X	X	X				X			4
5.1 Train non-child protection sectoral staff	X		X		X							3
5.2 Participate in humanitarian coordination group meetings	X											1
5.3 Establish 107 child-friendly help desks in refugee, IDP, and host communities												0

they recommended setting up “communities relays” that could help channel information to the communities targeted. Another example is the fact that in one camp boys demanded non-food items as compensation for not receiving any

dignity kits (output 1.5). It implies that at times project teams may have to put in more effort to explain to communities why some sub-groups receive specific support. Of course, one could hand out compensations to other sub-groups for

not getting specific assistance as well. Due to the above-mentioned budget constraints, however, this may not be possible. Thus, to be more transparent towards communities about the reasons some sub-groups (i.e., the neediest?) receive special assistance may be the more feasible option. For example, information about the needs for dignity kits could be part of those awareness-raising campaigns partners run across project locations. In total, 2 implementing partners (ChildFund Burkina Faso and Plan International Bangladesh) discussed challenges pertaining to beneficiary accountability.

Another dimension of delivery needs is context. Context refers to the need to consider the emergency settings in which project teams operate, especially during project planning and implementation. As such, it is a cross-cutting need. Altogether, 5 project teams (Plan International Bangladesh, Terre des Hommes Colombia, World Vision Bangladesh as well as South Sudan, and SOS Children's Villages CAR) indicated challenges due to the context they operate in such as poor local means of communication as well as transport, fuel shortage, bad weather (e.g., cyclones, floodings etc.), and armed conflicts. This aspect is generally related to planning as discussed below. The difficult context most project teams operate in requires contingency plans that are rolled out if any unforeseen event such as bad weather hits project implementation. Lessons learned around contingency plans should be facilitated by the global level of the Joining-Forces consortium. Context-related challenges may eventually affect the work of all implementing partners.

The problem of the "last mile" refers to the final stage of the project delivery, where services are made available to communities but face difficulties in reaching all households targeted within communities. This stage, despite being a relatively short part of the overall delivery, often poses significant challenges. In some cases, project teams reported that participants of parenting sessions (output 2.1) highlighted difficulties in reconciling their daily schedules with the timings of the sessions. A similar challenge was raised with regards to awareness raising activities (output 1.1) targeting children as well as home visits that form part of psychosocial support to young people (output 1.4). Probably key solving problems of the last mile is coordination (see

above) and communication. "Community relays" and outreach persons could help to closely coordinate with target beneficiaries about the actual timing of events and sessions that work best for them. Interestingly, problems of the last mile may also imply lack of awareness about the benefits that come with some assistance provided. In the case of the psychosocial support and psychological first aid (output 1.4), there may also be lack of awareness about the importance of mental health. Thus, management responses to tackle problems of the last mile may not only contain supply-side but also demand-side actions such as awareness raising about what constitutes mental health and how to support it. In this respect, it dovetails with the measures to foster beneficiary accountability. In fact, some workshop participants mentioned that the work of the community-based child-protection groups (output 3.2) require from the project to strengthen trust within the community towards these institutions. Altogether, 4 project teams (Terre des Hommes Burkina Faso as well as Colombia, SOS Children's Villages Colombia, Plan International Bangladesh) suggested they face "last mile" problems.

Challenges around construction during project delivery refer to the need to consider the intricacies of executing construction work in remote, partly unsafe/ insecure emergency settings and the logistical challenges that come along with it. Altogether, 3 project teams (ChildFund Burkina Faso, Terre des Hommes Burkina Faso, SOS Children's CAR) indicated challenges due to construction needs. Respective management responses may thus contain careful contemplation if any construction work could be avoided. For example, instead of building rooms for safe spaces (output 1.3) one could hire respective spaces. That way, one prevents the need to purchase, transport, and store construction material in partly remote areas. However, renting out rooms for safe spaces may in turn come with a new set of challenges. Amongst others, renting out rooms may be riskier to sustainability of safe spaces. It would thus require careful planning.

From a delivery-need point of view, planning refers to the difficulties in managing the aforementioned challenges associated with project delivery not individually but also jointly through an overall project plan. It is the need to take into consideration the typical complexities

of activities of a project tackling child protection challenges within an emergency setting, the time they take, the involvement of stakeholders they require, and to prioritize them accordingly. Altogether, 6 project teams (ChildFund Burkina Faso as well as Ethiopia, World Vision Bangladesh as well as South Sudan, Save the Children South Sudan, and Plan International CAR) indicated to at least partly underestimate the complexities of some of the project activities. For example, one project team reported back that they did not expect social workers lacking the right skills to carry out participatory community mapping exercises (output 3.1).

Some implementing partners were also surprised by the complexities of commissioning out the baseline/ needs assessment (output 0.2). Others were overwhelmed by the level of complexity of the project reporting imposed by the consortium. They did not doubt the benefits of the merits of robust reporting but highlighted that they certainly had to get used to the new way of working. Some implementing partners also highlighted that a number of project activities such as the provision of awareness raising sessions (output 1.1), the establishment of safe spaces (output 1.3), positive parenting sessions (output 2.1), the provision of case management services (output 4.2), and the training of non-child protection sectoral staff on child protection mainstreaming (output 5.1) took long longer than initially expected. This may be amongst others due to the context (see above) in which project teams operate. Thus, time is not always the only resource project teams lack.

The third and last big thematic block is about challenges related to resource planning. Resource planning contains challenges related to determining the right level of input required as well as costing. The former refers to challenges to determine the right level of input required to produce those project activities/outputs at a given quantity and quality level given the project delivery modalities preferred. Altogether, 4 project teams (ChildFund Burkina Faso as well as Ethiopia, Terre des Hommes Colombia, and Plan International Bangladesh) provided indications they struggle with input planning. Typical examples include oversight in activity planning. For instance, awareness raising sessions (output 1.1), or parenting sessions (output 2.1) require snacks as incentives for participants to attend. At times, it appears, the

costs of snacks were underestimated. In one case, project teams highlighted that service points for case management services (output 4.2) lacked computers, and other equipment necessary to ensure smooth operation. In another case, it was stated that participants oftentimes incur travel costs to attend specific events such as the sessions on parenting. Thus, careful budgeting must consider travel allowances as well.

Costing is the second dimension of the thematic block of resource needs. It refers to difficulties pertaining to predicting the right level of actual expenses project teams eventually incur to acquire the inputs needed to produce the project services or project activities. At least 2 project teams (ChildFund Burkina Faso and World Vision South Sudan) faced difficulties not only in properly planning the project inputs required but also in mapping out the costs these inputs actually require. In one case, the costs of completing the baseline/ needs assessment exceeded the budget allocated to output 0.2. In another case, setting up and running feedback and accountability mechanisms (output 0.3) were higher than initially anticipated due to expenses associated with communication, administration, and fuel amongst others. The last examples for resource needs may also highlight how the different needs and challenges interact. Proper planning may require careful assessment of community needs as well as the allocation of input to address them. Proper allocation of project input in turn may require proper planning of project activities as well as careful analysis of the community needs they are expected to address.

5.4. Lessons learned identified

Session 6 of the workshops constituted a general review of the key aspects discussed within each of the previous 5 sessions. Each workshop team was supposed to attach flip charts to a wall, which provides space to note down those potential project aspects that constitute a potential lesson learned. During the sixth and last session of the workshops, participants were supposed to revert back to this “parking lot” to review each and

every point noted down and to jointly determine whether or not they indeed constitute a lesson learned from this project. Below is a summary of the different lessons learned identified by each of the 11 workshops included into this synthesis report.

5.4.1. Plan International Bangladesh

In the case of Plan International Bangladesh, the following major lessons learned from the project were identified:

■ **Effective coordination is essential:** As the discussions by Plan International Bangladesh in the previous sessions highlight, a child protection intervention is a complex undertaking. It requires careful coordination with community members as well as with local authorities to ensure “smooth operation” of project activities. As workshop participants discussed, this is particularly true in the case of beneficiary selection. Otherwise, expectations across the different internal and external project stakeholders are not aligned, which in turn may lead to tension and conflict within the communities.

■ **A good rapport with local government stakeholders is essential:** workshop participants emphasized the importance of visits to and by government officials. Project staff also need to develop good relations with local communities. The better they respond to local needs the more their engagement in local communities will be accepted. As for the latter point, workshop participants put forward the idea of turning safe spaces into emergency shelters that community members can use during events such as cyclones. This and similar measures may help to establish “good collaborations” between project staff, government staff, and beneficiary communities.

■ **A cultural approach towards bringing about change is essential:** As the section on child protection risks highlights, child protection and risks pertaining to child protection are always at the intersection of both the physical as well as the social world. They are also a product

of culture. This might have been the reason why workshop participants emphasized a cultural approach towards child protection. Child protection activities have to be rooted in the local culture so that targets groups can “understand” them.

■ **Child protection is ultimately a cross-cutting issue:** Different activities such as the promotion of income-generating activities should be taken to strengthen child protection within communities. They promote child protection since they help to address some of the root causes of child protection risks. However, these additional activities also provide a forum to directly interact with community members on aspects and issues pertaining to child protection. Thus, streamlining awareness raising around child protection within these additional activities may further help to strengthen protection of children within communities.

5.4.2. World Vision Bangladesh

World Vision Bangladesh identified a number of lessons learned as well. They may have been pulled out of the previous sessions of the midterm reflection workshop. They may also reflect observations made by workshop participants not discussed in previous sessions. In general, it appears, the lessons learned identified focus on building strong rapport with the different (external) stakeholders at the different levels. The lessons learned identified are as follows:

■ **Harmonization/communication between implementing organizations is essential:** Due to lack of harmonization/communication between World Vision and Plan International in Bangladesh, there was problem in selecting the working area within host communities at the project beginning. However, it has now been resolved. However, communication and coordination need to continue amongst others through regular meetings.

■ **Networking within the child-protection sub-sector (CPSS) is essential:** Despite not being part of the Bangladesh joint response plan (JRP), World Vision successfully networked

with other actors within the CPSS. This helped to effectively implement its project activities within camps and their host communities “impacting the lives of children”. To be in line with the FRP, it is thus better to maintain regular communication with CPSS actors.

■ **Effective relationship and regular communication with national government and donors is essential:** Effective relationship and regular communication with national government bodies and donor organizations concerned helped project staffs to share challenges, progress and incorporate their feedback into project planning and implementation. This in turn ensured that child-protection projects are carried out well coordinated and in line with the wider environment.

■ **Effective relationship with relevant government authorities at camp and host community level is essential:** Effective relationship with relevant government authorities in charge of camps and their host communities was essential for World Vision in getting approval to carry out the baseline/ need assessment. It was also essential for selecting the work locations the project eventually focused on and selecting the beneficiaries in these locations the project eventually worked with. In other words: Building strong rapport with government authorities ensured implementing project activities is “smoothly”.

■ **Strong relationships with stakeholders within refugee camps are essential:** Within camps, World Vision established effective relationships and regular communication with CPSS, site management, and camp coordinator (CiC). Amongst others, project staff assumed the role as the deputy child-protection focal points at camp level, which allowed representing the project at different coordination meetings. It also allowed harmonizing the project activities with CIC, site management, child-protection and other non-child protection actors, which eventually positively contributed to their effectiveness to impact the lives of children.

■ **Strengthening ownership of project activities amongst communities is essential:** Project staff encouraged communities to take on

ownership of safe spaces set up by the project. Amongst others, active contributions towards and participation in establishing and running these safe spaces were elicited. This in turn may help to ensure the sustainability of the safe spaces established. Also, the community-based child protection committees initiated community-led dialogues on important child protection risks such as child marriage, child labor, child trafficking both at camps and host communities. This avenue is effective in raising awareness.

■ **Child-friendly feedback and accountability mechanisms are essential:** Through the provision of child-friendly feedback and accountability mechanisms in camps as well as within host communities, beneficiary groups shared their complaints, feedback, and suggestions on how to improve the qualities of project interventions. This input in turn allowed project staff to refine their project work accordingly.

5.4.3. ChildFund Burkina Faso

In case of ChildFund Burkina Faso, lessons learned identified were pulled from both the workshop in Gorom Gorom and the workshop in Djibo. The lessons discussed and identified during both workshops are as follows:

■ **Employing local project staff is essential:** in the case of ChildFund Burkina Faso, the majority of staff is local. This helped the project interventions carried out since project staff involved knew the local ground-level realities, the customs of the communities, and were generally familiar with the wider country context. It was also easy for them to build rapport with the local leaders and service providers the project relied upon.

■ **Multi-sectoral approach towards child protection is essential:** Child protection is a cross-cutting issue that needs to be mainstreamed and coordinated across the different sectors. In this respect, multi-sectoral mapping of services, support, and actors is a very essential tool in the implementation of a community project on child protection.

It helps to create synergies between those organizations whose actions directly or indirectly concern the welfare of children and their families.

■ The involvement of community leaders in mobilizing beneficiaries is essential: Especially in the context of all project activities that require direct interaction with communities, community leaders have been involved in mobilizing beneficiaries. These activities included the distributions of the various items such as dignity kits and the different data-collection exercises such as the baseline. To ensure targets groups are reached effectively, it is essential to involve community leaders. This also implies the need to coordinate project activities with the communities and their representatives.

■ The involvement of local community child protection networks in the implementation of project activities is essential: The community-based child protection networks and committees (CBCPC) are made up of community members. They know well and are known well by the community they operate in. They allow project staff to reach (hard-to-reach) communities through facilitating access and interaction. Through aligning project work with the work of the CBCPC's, and through financing the work of the CBCPC's, the project can also raise its profile within local communities. It shows that the project responds to community needs.

■ A "local awareness-raising approach" towards strengthening child protection is essential: Low-income families are resourceful and thus always must be involved in solutions devised to tackle their problems. Also, child protection risks are often the product of very local factors. Thus, solutions to tackle local child protection risks require the involvement of those that suffer from them. It is for this reason that any approach towards awareness raising about child protection requires the involvement of those families targeted. The "local awareness-raising approach" aims at strengthening families' knowledge about child protection and protection risks directly through immediate interaction. These immediate interactions may at times

happen "door to door". However, immediate interaction is the best way to increase local awareness about child protection and that way to reduce the risk of lack of protection of vulnerable children. It is also the best way to make local communities aware of the services they can make use of in case of child protection incidences.

■ The involvement of opinion leaders in child protection activities is essential: Child protection (risks) is always the product of both the physical and the social world. To successfully launch campaigns to tackle child protection risks such as FGM or child marriage it is therefore important to embed them into the local culture. To do so, it is essential to involve traditional opinion leaders in awareness-raising activities. They ground the discourses started into the local culture and that way help to "deconstruct ideas".

■ Mainstreaming gender is essential: gender aspects need to be mainstreamed across all stages of the project implementation. Ignoring gender dynamics may have detrimental effects on the project. If it is predominantly males who distribute information on the provision of dignity kits, for example, then this may create obstacles for girls to partake. They may be "ashamed" to enquire about the dignity kits as well as their distribution. As workshop participants highlighted, "ladies manage to get them to talk/ask questions about their privacy".

■ Child-friendly feedback and accountability mechanisms are essential: the establishment of respective mechanisms strengthens trust towards the project within the communities. As workshop participants points out, "knowing that there are mechanisms close to them to report complaints to project management, the community agrees to participate in project activities."

■ Safe spaces are an essential vehicle to support communities: Communities are very fond of child-friendly safe spaces. Caregivers expressed the wish to have safe spaces in as many communities as possible. Thus, safe spaces need to be upscaled.

■ Having team-internal reflection meetings is essential: The project team has regularly carried out reflection exchange meetings to discuss the activities carried out or to be carried out, including the difficulties encountered. This in turn allows sharing of experience made, flagging up challenges encountered, and bringing forward recommendations for upcoming activities. Ultimately, these team meetings helped to improve planning of the project implementation. The project team should also review the partner-specific activity list since it provides data and results on project progress attained.

■ Given the general security situation in country, checking in with local focal points is essential: The security situation in Burkina Faso is full of uncertainties. It is often not easy to predict where safety and security challenges and threads may emerge. Checking in with community focal points before any field visits helps to gauge situations on the ground and within communities. This in turn is essential to improve the safety of project staff. This point also highlights that having a strong rapport with the local communities is an essential asset for project implementation.

5.4.4. Terre des Hommes Burkina Faso

Below are the lessons learned about the project that participants of the workshop held by Terre des Hommes Burkina Faso agreed upon. The summary below only focused on those lessons learned that were of relevance to the project as a whole. Some points raised were in relation to the midterm reflection workshop itself (e.g., “enough time to reflect during group work is required”). These points are not included below. A potential future iteration of the midterm reflection workshops shall take them on board.

■ Validation of monitoring and evaluation tools before rolling out is essential: The IMT developed amongst others global monitoring tools. However, these tools shared are templates. They still need to be adjusted to the local context. Local field staff can help to adjust and then pilot those tools. This in turn helps improve the “quality of the data collected”.

■ The integration of child protection into other humanitarian sectors is essential: Child protection is a cross-cutting issue. As a standalone intervention it may not suffice to address the different root causes of child protection risks. Thus, it needs to be integrated into the wider humanitarian sector to deliver those “more comprehensive service packages” required to strengthen child protection. In fact, workshop participants highlighted that project beneficiaries regularly ask for additional support such as starting an income-generating activities, the provision of cash-voucher assistance, etc. A holistic approach towards child protection allows combining child protection with this wider range of support.

■ Coordinating project activities with local communities targeted is essential: Workshop participants pointed out that at times project activities are implemented without being announced to local communities first. This in turn hampers effective mobilization of targets groups for the project activities concerned. Proper project planning requires that communities are made aware of the upcoming activities first.

■ Effective project planning is essential: project activities on child protection are oftentimes complex. They require technical expertise, logistical preparations, and careful follow-up to ensure they are implemented properly and effectively. Workshop participants highlighted the need for careful planning and organization of project activities to meet those requirements.

5.4.5. Plan International Central African Republic (CAR)

The lessons learned summarized in the report of the workshop held by Plan Central African Republic are listed below. They are as follows:

■ Careful timing of project interventions is essential: careful timing of project interventions does not only take into account

the calendars of communities. They also take into account the work calendars of other external stakeholders such as project partners or government staff. For example, towards the end of the calendar year staff are frequently on leave or about to finish their contracts. Thus, initiating complex interventions may be negatively affected by these organizational problems.

■ Careful quality assurance ahead of distribution of items is essential: Workshop participants highlighted the need to carefully check the completeness and quality of items to be distributed such as dignity kits. Incomplete sets or poor quality may cause disappointment, frustration, and then tensions within communities targeted by the provision of items.

■ Promoting resilience requires income-generating activities: Promoting resilience does not only require psychosocial support. It also requires support through the provision of income-generating activities. In this respect, workshop participants project activities that encourage income-generating activities amongst young mothers as well as survivors of gender-based violence. Thus, respective project activities should broaden their focus.

■ Adopt project activities to reunite separated/unaccompanied children with their families: As workshop participants highlighted, there are instances where unaccompanied children request support to track down their families. However, reunification efforts are not part of the current project design.

■ Partaking in child-protection sub-cluster meetings is essential: As workshop participants pointed out, project staff should participate in the recurrent child protection cluster meetings. This would increase the visibility of the project and help align its efforts with those of other players in the sub-sector.

■ Close collaboration with the department for social affairs is requested: It was pointed out that the governmental department for social affairs has been requesting collaboration with staff to be able to “better assist in project activities”. This in turn would also help to

align project efforts with wider efforts in the child-protection sphere.

■ Establishing child protection community development plans is essential: Project activities always run the risk of not being sustainable. To sustain project activities within the communities targeted, a development plan must be put in place that coordinates efforts to continue respective activities by the communities.

5.4.6. SOS Children’s Villages Central African Republic (CAR)

The lessons learned brought forward by participants of the workshop held by SOS Central African Republic were mainly about design aspects. They concerned what interventions should be run to address child protection risks within the project communities served. These lessons learned put forward as follows:

■ Raising awareness about forced marriage in the community is essential: According to the workshop participants, there is a need to raise awareness about forced marriage. It is still prevalent in some communities. Raising awareness can reduce the rate of this harmful act.

■ Sustainable actions to strengthen child protection are essential: According to the workshop participants, poverty causes so many difficulties to families. Poverty forces some parents to marry away their children. To address poverty, however, it is better to promote income-generating activities within communities rather than providing cash assistance to low-income families. The former helps to make them financially self-sufficient even beyond the project.

■ Implementing mobile rather than static safe spaces may be preferable: It was highlighted during the workshop that over time parents tend to minimize their children’s participation in safe spaces. This may be due to the perception of safe spaces having the same “routine”. In instances, where the communities

become increasingly less interested in safe spaces, it may be better to move those safe spaces to new locations “to enable other children who don’t yet have any knowledge of the activities to join the system”. This may be best attained by relying on mobile safe spaces.

■ Safe spaces and radio campaigns help to reduce violence against children: As per the workshop participants, there is reason to assume that through the implementation of safe spaces as well as the running of radio campaigns awareness about the violence against children can be raised. As a result, SOS Central African Republic needs to focus more on raising awareness through respective measures.

■ Make children aware of the need for birth certificates: In some remote communities (e.g., Ouham), there is a growing number of families that are not aware of the importance of birth certificates. In those locations, governmental infrastructure to produce and distribute birth certificates is often weak. Not having birth certificates, or national identification cards for that matter, however, prevents families from getting access to specific government services.

5.4.7. SOS Children’s Villages, Colombia

The lessons identified by SOS Colombia highlighted the need to engage the entire social fabric of communities including families, men, children, and women. These lessons learned identified were as follows:

■ Ensuring communities and local stakeholders are involved in the project implementation is essential: They ensure that the project is rooted in the communities, local stakeholders and their communities need to be involved in the project. Through those interactions, the project team can learn about local needs and contributing factors that give rise to child protection risks. This in turn allows identifying solutions to the challenge of child protection

risks and implementing project activities in a way the local communities can relate to. To ensure effective local participation, project teams should develop their respective plans. These plans may help to coordinate activities with local communities and their stakeholders.

■ Being responsive to the needs of families supported is essential: Workshop participants highlighted that the project should not only target entire communities but also families within those communities. Through the interaction with community members at the family level much can be learned about child protection (risks) and its root causes. It also allows identifying action points families can sustain for themselves. Using this approach during the initial stages of the project allowed the project team to adapt the “second phase of the project to the specific needs of the communities”.

■ Using innovative ways to engage local communities is key: In La Guajira, the project team launched a music initiative. Even though session participants were not sure what to expect at least initially, they eventually responded really well. Music formed the basis based upon which to engage with communities and address important community issues such as child protection risks. As a workshop participant (a young community representative) explained, “who would have thought that through music the children would learn to work as a team and to share ideas and thoughts? As there were few guitars, they took turns and the oldest taught the youngest how to [play the instruments. It was nice to see how they shared with each other and learned from each other” (young community agent).

■ Targeting all groups within the communities is essential: Child protection does not only concern some groups within communities such as mothers. It concerns all. It is therefore important to run activities that address all groups within the communities. As workshop participants explained, all community groups normally respond well to project activities addressing child protection risks. As they remarked it was just surprising to see “how many men, children, adolescents and adults, mobilized against violence against women”.

5.4.8. Terre des Hommes Colombia

Below are the lessons learned identified by participants of the workshop organized by Terre des Hommes Colombia. It reflects the different aspects of the work they have been doing within the communities targeted. These lessons learned are as follows:

■ Support for caregivers through income-generating activities is important: Child protection is related to poverty. Thus, strengthening the abilities of families and their communities to generate income should help to curb the prevalence of child protection risks. Terre des Hommes Colombia has allocated resources to project activities that support income generation abilities of families and communities. As workshop participants highlighted, families have considered it as important support to their wellbeing.

■ Interinstitutional coordination is essential to strengthen child protection: Child protection is a cross-cutting issue that is related to various root causes. Within the humanitarian and development field, different organizations work on issues that are related to child protection as well. This is true not only for the national but also for the local level. Workshop participants highlighted the need to generally strengthen the coordination and collaboration of activities to strengthen child protection across organizations within the different humanitarian sectors. They emphasized the need for coordination and collaboration at both the national and local level. An example from the local level may best illustrate this. As workshop participants explained, it is challenging at times to work during school hours with young people. Education authorities give strict time constraints the project team needs to adhere to. Through advocacy as well as coordination, however, awareness-raising work around child protection can be better aligned with school rules and regulations. This example highlights the need to carefully embed a child protection project into local realities. Coordination and collaboration can be fostered amongst others through regular meetings between the different organizations.

■ Documenting project innovations is important: Within the context of the project work by terre des Hommes Colombia, different initiatives have been carried out that may help to tackle some problems communities face. For example, the team established community exchange programs that encouraged participants to visit other communities. In the case of Buenaventura, it was an activity that “helped to break down the invisible barriers between 2 neighborhoods and reduce violence between them”. However, project teams do not always have the time and space to document these initiatives. This in turn hampered the sharing of lessons learned.

■ Taking into account the dynamics at the different levels is essential. Child protection is the product of many different factors, both at the micro, meso, and macro level. Only through interacting with the external factors at the different levels, interventions to strengthen child protection can be successful. At each level, there are different dynamics at play that the implementation of a project to strengthen child protection needs to take into account. As workshop participants noted, “it’s important that at all levels of the project and the consortium, the local dynamics of different territories are taken into account. As well as customs, culture, types of leadership, and all external factors that can affect the project, as well as the communities.” Given the complexities within the communities, workshop participants also suggested that community visits should always be carried out by a team of 2 project staff members and not just one. “This is because during these visits, situations often arise that require prioritization or attention, and sometimes professionals must cancel certain activities to address a particular situation.”

■ Building trust upon entering new communities is key. It was seen essential to build trust towards the project activities amongst the local communities, especially those “that might have felt exploited or used in the past”. The need to build trust is particularly important within the child-protection sphere. Interventions in this area often come along with project activities that may be perceived as rather unusual by communities.

5.4.9. ChildFund Ethiopia

ChildFund Ethiopia discussed lessons learned that emerged within the different workshop sessions. Thus, they are quite broad. Key lessons identified are presented below:

■ It is essential to understand that child protection risks are dynamic: They may change depending on when they are gauged and where they are assessed. For example, workshop participants acknowledged that the list of the 5 most relevant child protection risks that was determined in session 1 of the workshop was somewhat different to the list determined at baseline. Most of the workshop discussants agreed that this might be attributed to the baseline study being conducted in only 3 of the project target districts while workshop participants came from all the project operational districts.

■ It is essential to include government line offices into project monitoring: Workshop participants concluded that it important to actively involve government sectorial offices not only in implementing project activities but also in monitoring project activities. One way to do is to have joint visits by project and government staff. Lack of project budget to cover per diem and transportation allowance for government representatives has been the reason for not engaging government offices into monitoring.

■ Careful planning and specifying the intended results are essential: As per the workshop participants, some of the project activities were not well planned or not clear. For example, they don't specify the number and type of participants. In addition, there is no specific guideline on how to implement all these activities. Moreover, most activities were implemented in a rush or within short period of time as a campaign without a clear and periodic plan. This in turn compromised the quality of the project implementation. Careful planning and implementation of the project activities is key.

■ Careful budgeting of project activities is key: Project budget did not provide for

transportation allowance to be paid to target participants/beneficiaries. This does not only apply to government staff. Most target beneficiaries are the most vulnerable, who work as daily laborers to feed their families and they cannot afford to cover transportation to participate in events. Without these incentives, beneficiaries were therefore less willing to engage with the project ("lower satisfaction"). Incentives are needed which would set off the income they would get from their daily work. Also, the budget allocations for case management services were not in line with the government standard stipulated within the project areas. This also compromised the project implementation of case management services. Workshop participants also pointed out that competitive salaries are not paid to project staff. This in turn causes high staff turnover and thus low-quality implementation of activities.

■ Learning from experience is essential: During project implementation, project staff gathers many different insights and experiences in the typical challenges encountered, solutions found, and ways to further improve child protection work moving forward. However, the heavy workload of staff oftentimes prevents them from gathering their learning and sharing them.

5.4.10. Save the Children South Sudan

Key lessons identified by Save the Children South Sudan are presented below:

■ Preparation is key to successful implementation of community-based training interventions: As workshop participants explained, the different training interventions run by the project were successful. It was through the early preparations, timely mobilization of participants, the good training manual obtained, and the well-trained facilitators that the success of the training interventions can be explained.

■ Providing monetary incentives is key to effective CPCBN-led activities: To support

community-based child protection networks (CPCBN's) the project team could have provided refreshments or direct allowances to incentive its work. As per the workshop participants, it was especially the monetary incentives that motivated CPCBN's instead to carry out awareness campaigns, community mobilization and referrals of cases.

■ Transparency towards communities is essential: Communities may not always be well informed about what a project on child protection is seeking to achieve. This in turn could cause high and unrealistic expectations within communities. Effective project implementation thus requires transparency and awareness raising to inform communities what the project is aiming at achieving. Otherwise, high expectations may "create unnecessary demands" of project services amongst communities.

■ Timing of construction work is key: Constructing structures like child friendly spaces is best done during the dry season compared to the rainy season. During the rainy season, it often comes with delays. It is also more difficult to transport construction materials to the dedicated locations during periods of bad weather.

■ Involving children into the project (design) is key: A project designed to strengthen child protection requires input from children. Child participation is best ensured through child-friendly methodologies that allow properly capturing children's views on project aspects (i.e., child participation methodologies). As workshop participants explained, "it is better than making decisions on their behalf in the project".

■ Coordination and collaboration with line ministries is important: A child protection project in an emergency setting needs to access those communities that are generally difficult to reach (e.g., camps). Camps are often not only located remotely but also supervised by various government bodies. Coordination and collaboration with the line ministries helps project staff to access those communities. A way to ensure close collaboration with the government was through joint monitoring and supervision visits to the project sites.

■ Functional child-friendly feedback and accountability mechanisms are essential: Establishing a robust child-friendly feedback and accountability mechanism helped addressing complaints/feedback raised by children and their families. MERL staff were able to collect complaints/feedback about the project from beneficiaries through the project's established accountability mechanism. Acting on feedback and complaints raised helps to build trust within project communities.

■ The quality of the items distributed matters: As per the workshop participants, the higher the quality of items such as dignity kits distributed the more likely there is broad-based participation of beneficiaries within communities. It encourages other forms of participation as well. As workshop participants explained, girls receiving the dignity kits and were more likely to regularly seek other child protection services such as safe spaces as well.

■ Regular project-internal review meetings are important: Having bi-weekly meetings helped to better understand project progress, challenges encountered and to update the consortium lead. It was within project-internal review meetings that challenges were discussed and solutions to address these shortcomings were identified.

5.4.11. World Vision South Sudan

The lessons learned summarized in the report of the workshop held by World Vision South Sudan are listed below:

■ Girls appear to be the main beneficiary group of the project: As workshop participants explain, compared to boys girls are more targeted by the project activities. Even though project activities also aim at boys, many project activities target girls.

■ Sexual exploitation remains to be a main child protection risk: Being sexually abused by armed forces during the conflict remains to be a main protection risk for children and

especially adolescents. To do so, soldiers use both money and status. However, through continuous awareness raising project communities were increasingly made aware of the dangers associated sexual exploitation. Also, awareness raising activities about GBV, and early marriage also helped to change perceptions amongst children and their communities. They are aware of the protection risks and know how to handle or avoid it.

■ Child friendly spaces are important interventions: Children benefit from safe spaces where they can play and participate in the different activities freely and make new friends. Safe spaces have given opportunity for children to interact and be around other children from different ethnic groups. As workshop participants explained, “without the safe spaces, children could have been loitering around and could have been easily exposed to risks”.

■ Being transparent about what vulnerability entails is key: As workshop participants pointed out, many community members consider themselves vulnerable and thus want to be included in the project activities such as cash voucher assistance. This can lead to frustration, jealousy, and thus tensions within the communities if not all community

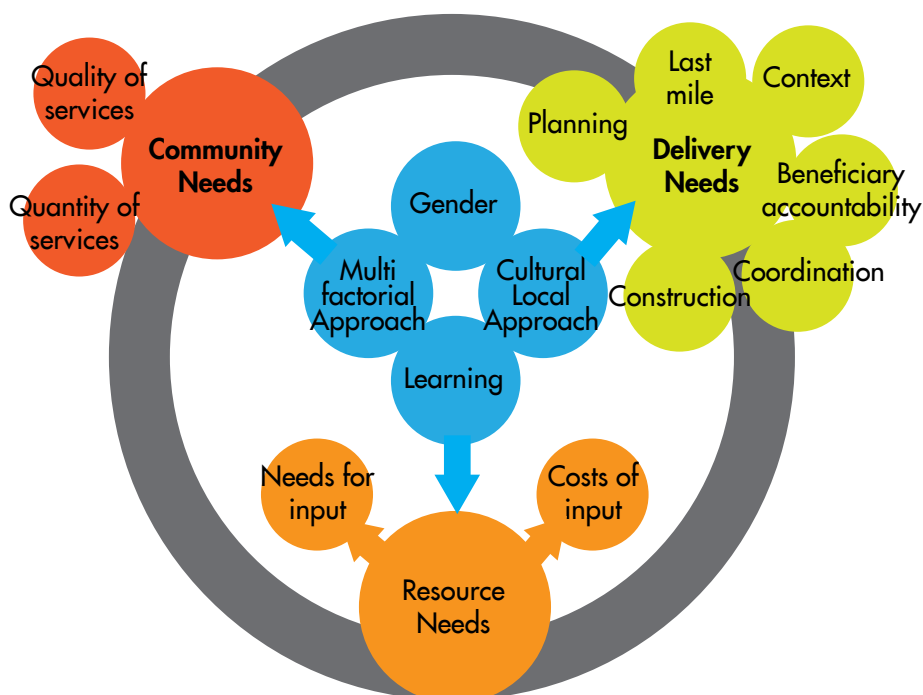
members that consider themselves as eligible obtain support by the project. Thus, it is essential to raise awareness about what criteria determine vulnerability and thus eligibility for project support amongst the communities. In doing so, it is important to involve community leaders as they can help to give credibility to the awareness raising about this topic by the project.

■ Strengthening working relationships with community leaders is key: Working relationships with the community leaders should be strengthened through regular meetings and involvement in all stages of project activities. This is important not only to gain support within communities as the previous point illustrated. Community leaders, and other external stakeholders, should be invited once in a while to attend and participate in different project activities.

5.4.12. Common trends within lessons learned

The previous discussions of those lessons that project teams take away from the midterm reflection workshops highlight that respective insights are not necessarily related to specific project outputs. In fact, thematically, they are best grouped across the dimensions that were

Figure 2: Lessons learned grouped by the underlying themes





also applied to project challenges encountered. A comparison between figure 1 and 2 suggests that lessons learned can be grouped by using the different dimensions pertaining to delivery needs. Those dimensions are framed yellow in figure 2 below. The dimensions pertaining to community and resource needs may not help to classify the lessons learned. Furthermore, as a comparison between figure 1 and 2 suggests incorporating lessons learned helps to further expand the thematic framework depicted in figure 1. The additional dimensions that help to further expand the framework are yellow and placed in the center of figure 2. Thus, considering the lessons learned helps us to construct a more holistic picture of the project implementation.

The lessons learned around delivery needs shall not be summarized here. They are a reflection of those points already discussed in the previous section of this report. Instead, just the extent to which implementing partners raised lessons learned around project delivery are reported here. Lessons learned about coordination were mentioned by 7 implementing partners (Plan International as well as World Vision Bangladesh, Terre des Hommes Burkina Faso as well as Colombia, Plan International CAR, ChildFund Ethiopia, and Save the Children South Sudan). Lessons learned about beneficiary accountability was mentioned by 7 implementing partners (World Vision Bangladesh, ChildFund Burkina Faso, Plan International CAR, SOS Children's Villages as well as Terre des Hommes Colombia, and Save the Children as well as World Vision South Sudan). Lessons learned about context and contingency was mentioned by 4 implementing partners (Plan international Bangladesh, ChildFund Burkina Faso as well as Ethiopia, Terre des Hommes Colombia).

Lessons learned about the problem of the last mile was mentioned by 4 implementing partners (ChildFund Burkina Faso as well as Ethiopia, SOS Children's Villages Colombia Save the Children South Sudan). Lessons learned about construction challenges was mentioned by 1 implementing partner (Save the Children South Sudan). Lessons learned about the problem of the last mile was mentioned by 5 implementing partners (ChildFund as well as Terre des Hommes Burkina Faso, Plan International CAR, ChildFund Ethiopia, and Save the Children South Sudan).

The additional 4 themes are placed in the center of figure 2. The reason is that these 4 additional themes are cross-cutting. They are cross-cutting because they are related to each of the 3 initial thematic blocks. As figure 2 suggests, there are 4 additional themes that can be added to the analytical framework outlined in figure 1. The first of the additional 4 themes is the one about multi-sectorial/ factorial approach. It reflects that child protection risks have different manifestations and root causes that all have to be addressed concurrently to bring about long-lasting change within communities. Altogether, 7 implementing partners (Plan international Bangladesh as well as CAR, ChildFund Burkina Faso as well as Burkina Faso, SOS Children's Villages CAR as well as Colombia, World Vision South Sudan) referred to lessons learned that can be classified that way. As 1 of those implementing partners explained, child protection is a cross-cutting issue. Thus, it needs to be integrated into the wider humanitarian sector to deliver those "more comprehensive service packages" required to strengthen child protection. Another one explained that promoting resilience amongst

children does not only require psychosocial support. It also requires support through the provision of income-generating activities. Thus, the need was highlighted to support the different beneficiaries not only through psychosocial support but also through income-generating activities.

The second of the additional 4 themes is the one about cultural/ local approach. It reflects the need to consider that child protection risks are the product of both the physical and social world and as such require project interventions that tackle those social/ cultural factors that promote child protection risks delivered in a locally adequate way. As such, it may be related to community needs, and problems of the last mile. For example, in one case workshop participants explained differences between child protection risks identified at baseline and now at the midterm reflection workshop (session 1) through the locations involved in determining respective lists. Those consulted about child protection risks at baseline were from different project locations than those consulted at midterm. Another project team acknowledged that child protection risks such as FGM or child marriage are always the product of both the physical and the social world. To tackle them, it is therefore essential to involve traditional opinion leaders in awareness-raising activities. They help to ground the conversations with communities in the local culture and to “deconstruct ideas”. Altogether, 4 implementing partners (Plan international Bangladesh, ChildFund Burkina Faso as well as Ethiopia, Terre des Hommes Colombia) mentioned this.

The third of the additional 4 themes is the one about gender. It reflects the need to consider that child protection risks may differ for boys and girls as well as men and women with each gender having different needs in terms of activities and the way these activities are delivered. Altogether, 2 implementing partners (ChildFund Burkina Faso, and World Vision South Sudan) identified lessons learned related to gender. One lesson learned in this respect is that the gender of project staff may in fact matter. For example, males should not be the ones predominantly responsible for distributing dignity kits. Otherwise, girls may be “ashamed” to enquire about the dignity kits as well as their distribution. As workshop participants highlighted, “ladies manage to get them to talk/

ask questions about their privacy”. However, workshop participants also highlighted that girls are targeted by the project activities more often than boys. Thus, and this point may be related to beneficiary accountability, it may be worthwhile thinking about to what extent the needs of boys are generally adequately addressed.

The final cross-cutting theme is about learning. Implementing partners oftentimes try out new activities within new areas/ new communities in a new way and thus may face new challenges that they may be addressed through new solutions. Thus, learning is about those opportunities to reflect about those new aspects for the sake of (future) project implementation. Altogether, 2 implementing partners (ChildFund Burkina Faso, and Terre des Hommes Colombia) referred to learning.

6. CONCLUDING REMARKS: THE NEED TO INSTITUTIONALIZE PROJECT LEARNING

In the month of August 2023, 11 out of 12 implementing partners had the possibility to convene to reflect upon important project-related aspects. They reflected upon the most prevalent local child protections risks, about project monitoring, about typical project challenges, and general lessons learned about interventions to strengthen the protection of children and their needs. This report is aimed at providing an overview of the different insights gathered during these workshops.

A first general insight gained from the different workshop discussions may be about the importance of regular project reflections. Nowadays, social interventions such as those adopted within the JF-CPIE project have become increasingly more complex. This is best illustrated by the concept of child protection itself. The JF-CPIE project set off to

tackle those risks that affect children. However, child protection and the corresponding risks are multi-dimensional phenomena with high geographical and intertemporal variability. They are multi-dimensional because child protection risks manifest themselves in different shapes and forms as best illustrated by the lists of child protection risks exhibited in table 1 through 11. This may also suggest that tackling just one dimension of child protection risks may not suffice to sustainably strengthen child protection. It may rather be required to tackle the different indicators of child protection risks that are locally relevant. This is also reflected in the general insight put forward by workshop participants that child protection is a multi-factorial phenomenon. Child protection risks are geographically variable because one set of child protection risks may be relevant in one project location but not necessarily in another location. This is also reflected in the general insight put forward by workshop participants that child protection is a cultural/local phenomenon. It is moreover related to the finding that gender matters for child protection. Female and male members of communities may have different child protection needs.

A key insight of the midterm reflection workshop is that child protection risks are also intertemporally variable as well. In most cases, around 2-3 out of locally most relevant child protection risks were replaced between project baseline and midterm. Certainly, it could be argued that changes within the set of child protection risks between project baseline and midterm might not have been only due to different points in time but also due to differences within the set of people that were consulted about the corresponding child risks. The latter could be considered an indication of the geographical variability associated with child protection risks.

Ultimately it may merely be a theoretical exercise to determine to what extent child protection is subject to geographical or temporal variation. The key point is that child protection is a highly variable construct. Child protection stakeholders and practitioners thus are best advised to repeat analyses of local child protection risks on a recurrent basis using different samples. Conclusions about what constitutes locally relevant child protection risks may just not extrapolate to different times and locations. In fact, nurturing irrelevant or outdated assumptions

about what affects children's wellbeing could then easily result in ineffective programming. The latter aspect may also be captured by the cross-cutting theme of learning that emerged, at least indirectly, within various workshop discussions of project teams. Against this background it is recommended that regular reflection points for project staff become well embedded into the design of the current and future projects. In fact, the more frequent reflection becomes within project implementation the better the quality of the reflection events themselves. The various midterm reflection workshops provided many different and interesting insights into what moves project staff. However, at times the quality of the reports of the midterm reflection workshops had room for improvement. On the one hand, this might have been the result of budget constraints that prevent employing professional facilitators to facilitate workshop discussions and the adequate write up of the workshop discussions. On the other hand, the room for improvement within workshop summaries may also suggest that learning may not be as institutionalized within project structures as it ideally would be. As a matter of fact, with regards to the overall themes that emerged within discussions of project challenges and lessons learned one consortium member remarked that they are "not new". Various workshop groups contemplated how to best identify and process the needs of communities they are working with, how to best address the various needs that come along with project delivery, and how to best resource these projects (see figure 2 above). Moreover, session 2 revealed that implementing partners are struggling with the complexities and resource needs of robust monitoring. All these points describe challenges many partners might have been struggling with for some time.

At the same time, implementing partners may have already developed interesting ideas and potential solutions to challenges child-protection projects within emergency settings typically face. Institutionalizing learning within project structures may therefore open up the time and space project staff requires not only identify those typical challenges but also to identify promising answers to those challenges. Institutionalizing learning may be best attained through robust monitoring (and evaluation) as well as through regular reflection points throughout project implementation. Ideally, robust monitoring (and evaluation) does not only entail activity reporting

but also explorative exercises to capture (qualitative) input of target communities. In this respect, the project needs assessment was an insightful example. Reflection points may allow bringing together project staff, communities targeted, and other relevant stakeholders amongst others to review monitoring results. The more regular those reflection points become the more project staff gets into the habit of thinking about what works best in terms of strengthening

child protection in emergency contexts. Thus, institutionalizing learning may help to ignite virtuous loops of reflection and contemplation. Future workshop reports on project reflections may then also become better in terms of their quality. It is therefore very promising that the global coordination of the Joining-Forces alliance has planned additional project-wide reflection points in 2024.



Annex 1: The overview of monitoring indicators

Annex 1: The overview of monitoring indicators

Area	Type	Global targets (i.e., these refer to all partners across all countries)
0.1	Activity	Start-up and closing workshops conducted by country teams
0.1	Output	% of project staff, volunteers, and other associates who are briefed on and sign their organization's code of conduct and child safeguarding policy at time of hire
0.2	Activity	Baseline and needs assessment, midline, and endline completed
0.2	Output	% of surveyed children and caregivers targeted by the project who report that project activities were delivered in a safe, accessible, accountable, and participatory manner
0.3	Activity	Set-up of 133 functional child-friendly feedback and accountability mechanisms in each project location (CFFM)
0.3	Output	% of country teams that demonstrate that the views and inputs of children have been appropriately incorporated into project assessments, implementation, response monitoring, and evaluations
1.1	Activity	Provide 3634 child and adolescent-friendly awareness raising sessions to children through campaigns, workshops, forum theatres, radio broadcasts, and social media.
1.1	Output	# of children who receive awareness raising sessions on key child protection risks
1.2	Activity	Organize 473 age and gender-sensitive life skills groups for 23,140 children and adolescents
1.2	Output	# of children who participate in a complete life skills curriculum
1.3	Activity	Establish 165 inclusive safe spaces (static and mobile) and equip them with inclusive, culturally, and age-appropriate materials for children and adolescents
1.3	Output	% of safe spaces established which are inclusive, safe, and appropriately staffed
1.4	Activity	Provide psychosocial support and psychological first aid to 74,866 children and adolescents through safe spaces, home visits, and other community-based activities
1.4	Output	# of children who receive psychosocial support through participate in safe space activities
1.5	Activity	Distribution of culturally appropriate dignity kits to 32,550 girls, adolescent girls, and young women.
1.5	Output	% of girls who report satisfaction with contents of dignity kit and distribution process
2.1	Activity	Provide positive parenting sessions to 395 groups of female and male caregivers of vulnerable children and adolescents, reaching 10,250 caregivers
2.1	Output	# of caregivers who participate in positive parenting sessions
2.2	Activity	Conduct household economic analysis and provide 14995 selected households with CVA and NFI support.
2.2	Output	# of households who receive CVA
2.3	Activity	Provide 3760 adolescents and caregivers with garden start-up kits, food distribution and access to self-help savings groups.
2.3	Output	% of households who report satisfaction with CVA and NFI distribution
3.1	Activity	Conduct 180 participatory community mapping exercises with community stakeholders.
3.1	Output	# of participatory risk mapping exercises completed and shared with communities
3.2	Activity	Identify 317 existing or new community-level child protection groups and networks and provide capacity-building to a total of 3,476 members
3.2	Output	# of members of community-level child protection mechanisms who are trained on child protection risks and how to handle CP reports
3.3	Activity	Support 541 community-level child protection groups and networks through financial and material support.
3.3	Output	% of community-level child protection mechanisms which are functional
4.1	Activity	Update and strengthen 105 local child protection referral pathways
4.1	Output	% of child protection case management workers who demonstrate adequate knowledge of key child protection case management principles
4.2	Activity	Provide case management services to 7,830 children who have experienced protection incidents
4.2	Output	% of children and caregivers who report satisfaction with case management services (disaggregated by gender and age)
5.1	Activity	Train 865 non-child protection sectoral staff, including health, food security, livelihoods, nutrition, camp management, and education actors, on child protection mainstreaming
5.1	Output	% of trained non-child protection staff who can describe the referral procedure for child protection concerns
5.2	Activity	Participate in 218 humanitarian coordination group meetings, such as Child Protection sub-cluster and related working groups
5.2	Output	# of functional child-friendly help desks at multi-sectoral service points
5.3	Activity	Establish 107 child-friendly help desks in refugee, IDP, and host communities.

Annex 2: Reflections about future project implementation

A key aspect of the methodologies employed in session 3 and 4 was about workshop participants discussing the project activities that still lie ahead of country teams in the remaining quarters (session 3) as well as the project activities that were already completed within the first quarters of the project (session 4). Within both sessions, the main objective was not to understand what implementing partners had planned in terms of the activities in the context of this project. Detailed implementation plans already shared with the global level provide all relevant information on project activities planned for each quarter of the project. The main purpose of asking workshop respondents to reflect about project activities ahead (session 3) and behind (session 4) country teams was to prime them about challenges and obstacles encountered during project implementation. Ultimately, midterm reflection workshops were about identifying challenges faced by country teams, the lessons to be learned from them, and the management responses to tackle them successfully in future. Nonetheless, in the following 2 sections, project activities completed and still to be completed as they were identified by workshop participants will be briefly summarized. Next, the project activities yet to be completed are reviewed (session 3). They also formed the reference points based upon which management responses were to be formed in session 5.

In session 3 of the workshop, participants were tasked with producing an overview of outstanding tasks for the remaining duration of the project, focusing on achieving the primary goal of improving child protection where the project is implemented. The facilitator presented the project activities and schedule and explained each activity to ensure understanding among external stakeholders. Participants used post-it notes to schedule upcoming activities for the forthcoming quarters. The exercise was planned to help implementing partners reflect on future project activities that they plan to implement to address the child protection risks they already identified in the previous sessions.

A2.1. Plan International Bangladesh

For quarter 5, Plan International Bangladesh plans to conduct awareness-raising sessions for adolescent girls and boys while providing education on SGBV and the proper use of Dignity Kits. Awareness sessions on child protection, gender-based violence (GBV), and COVID-19 health hazards and care will be organized for community members, including children, adolescents, parents, caregivers, and camp residents. Champions of Change (CoC) sessions will be held separately for girls and boys, and Dignity Kits will be distributed to girls and adolescents in both camp and host community settings. Furthermore, parents and caregiver groups will receive positive parenting training, and need-based direct support will be offered based on case management assessments. Finally, non-child protection actors will be trained in child protection.

In quarter 6, similar activities will be undertaken, including awareness-raising sessions for adolescent girls and boys, education on SGBV and the use of Dignity Kits, and Community-Based Child Protection Committees (CBCPC)-led awareness sessions on CP, GBV, and COVID-19. Positive parenting training, need-based direct support, and child protection training will also be provided for non-child protection actors.

In quarter 7, awareness-raising sessions for adolescent girls and boys, competitive sports events, a music and drama festival, and talent promotion activities will be held. CBCPC-led awareness sessions on CP, GBV, and COVID-19 will be conducted for community members, and positive parenting training will be provided to parents and caregiver groups. Need-based direct support will also be offered, and non-child protection actors will undergo a two-day child protection training.

Finally, during quarter 8, Plan International Bangladesh plans to conduct awareness-raising sessions for adolescent girls and boys.

A2.2. World Vision Bangladesh

During quarter 5, World Vision Bangladesh proposes to conduct various activities, including awareness sessions, case-management services, risk mappings, midterm reflection workshops, AAP training, life skill sessions, PSS sessions, positive parenting sessions, staff meetings and seminars, CBCPC meetings, and awareness sessions.

In quarter 6, World Vision Bangladesh will distribute (garden) start-up kits, carry out awareness sessions, provide case management services, conduct risk mappings, provide CVA support, facilitate alternative care, offer AAP training, life skill sessions, PSS sessions, and positive parenting sessions, staff meetings, and community workshops, as well as CBCPC meetings and awareness sessions.

In quarter 7, World Vision Bangladesh plans to distribute start-up kits, conduct awareness sessions, provide case management services, offer alternative care, AAP training, life skill sessions, PSS sessions, positive parenting sessions, staff meetings and workshops, training for non-child protection sectoral staff, and CBCPC meetings and awareness sessions. Finally, in quarter 8, World Vision Bangladesh will again conduct awareness sessions, provide case management services, carry out end-line surveys, facilitate alternative care, and offer AAP training, life skill sessions, PSS sessions, positive parenting sessions, staff meetings, and workshops.

A2.3. ChildFund Burkina Faso

During quarter 5, ChildFund Burkina Faso plans to execute several initiatives, including awareness-raising activities such as educational talks, tea debates, forum theaters, and door-to-door visits. Positive parenting sessions will be organized to foster healthy family relationships. ChildFund Burkina Faso will distribute food supplies such as rice, beans, oil, and salt to the community. Additionally, enriched flour will be provided to children aged 6 to 23 months, and Dignity Kits will be distributed. Finally, a help desk will be established, and the Cash for Protection program will be operationalized. Monthly meetings of community child protection units, complaints committees, and focal points will be held, and a mobile safe space team will be launched.

In quarter 6, ChildFund Burkina Faso will continue with awareness-raising activities such as educational talks, tea debates, and door-to-door visits. Positive parenting sessions will also be held, and the Cash for Protection program will be sustained. Monthly meetings of community child protection units, complaints committees, and focal points will be ongoing. The multi-sector mapping will be updated, and the mobile safe space team will continue to operate.

In quarter 7, ChildFund Burkina Faso will persist with awareness-raising activities such as educational talks, forum theaters, and door-to-door visits. Positive parenting sessions will also be conducted, and the Cash for Protection program will continue. Monthly meetings of community child protection units, complaints committees, and focal points will be sustained. Risk mappings will be developed, and the multi-sector mappings will be updated. The mobile safe space team will continue to operate.

Finally, in quarter 8, awareness-raising activities such as educational talks, awareness on African stories, and door-to-door visits will be organized. Positive parenting sessions will be conducted, and the “Cash for Protection” program will be sustained. Monthly meetings of community child protection units, complaints committees, and focal points will continue. A closing workshop will be held to wrap up the project.

A2.4. Terre des Hommes Burkina Faso

It should be noted that for Terre des Hommes Burkina Faso, quarter 5 has already passed. In quarter 5, Terre des Hommes Burkina Faso already accomplished the following goals: Establishment of child-friendly functional feedback and accountability mechanisms at each project site. Organizing child- and adolescent-friendly awareness-raising sessions through campaigns, workshops, forum theatres, radio broadcasts and social media. Organization of age- and gender-sensitive life skills groups for children and adolescents. Establishment of inclusive safe spaces (static and mobile) equipped with inclusive, culturally and age-appropriate materials for children and adolescents. Provision of psychosocial support and psychological first aid to children and adolescents through safe spaces, home visits and other community activities. Distribution of Culturally Appropriate Dignity Kits to Girls, Adolescent Girls, and Young Women. Organizing positive parenting sessions for groups of women and men caring for vulnerable children and adolescents, reaching caregivers. Identification of existing or new child protection groups and networks at the community level and capacity building of their members. Support of child protection groups and networks at the community level through financial and material support. Provision of case management services to children who have experienced protection incidents. Participation in meetings of humanitarian coordination groups, such as the child protection sub-cluster and related working groups.

In quarter 6, Terre des Hommes Burkina Faso plans to establish child-friendly feedback and

accountability mechanisms in each project site. They propose to conduct awareness-raising sessions and campaigns for children and adolescents through child and adolescent-friendly methods such as theatre-forums, radio broadcasts, workshops, and social media. They will also organize life skills sessions for children and adolescents that are age and gender sensitive. They will provide psychosocial support and psychological first aid to children and adolescents through activities in safe spaces, home visits and community-based programs. They will distribute culturally appropriate dignity kits to girls, adolescents, and young women. And conduct positive parenting sessions for groups of women and men who care for vulnerable children and adolescents, reaching out to caregivers. They plan to identify existing or new child protection groups and networks at the community level and provide capacity-building to their members. They will support child protection groups and networks at the community level with financial and material support. They will provide case management services to children who have experienced protection incidents. Finally, they plan to participate in meetings of humanitarian coordination groups such as the child protection sub-cluster and related working groups.

In quarter 7, planned activities include: Conducting awareness-raising sessions for children and teenagers through various channels such as campaigns, workshops, forum theaters, radio programs, and social media. Organizing life-skills groups designed for children and adolescents, taking into account age and gender. Providing psychosocial support and psychological first aid to children and adolescents through safe spaces, home visits, and other community activities. Offering positive parenting sessions to groups of women and men responsible for caring for vulnerable children and adolescents, reaching caregivers. Providing case management services to children who have experienced protection incidents. Participating in meetings of humanitarian coordination groups such as the child protection sub-cluster and related working groups.

In quarter 8, planned activities include conducting start-up and closing workshops led by country teams, conducting baseline and needs assessments, midterm and final evaluations, organizing awareness-raising sessions tailored to children and teenagers through campaigns,

workshops, forum theaters, radio broadcasts, and social media. Additionally, the organization is going to organize age- and gender-sensitive life skills groups for children and adolescents, provide psychosocial support and psychological first aid to children and adolescents through safe spaces, home visits, and other community activities, organize positive parenting sessions for groups of women and men caring for vulnerable children and adolescents, reaching caregivers, provide case management services to children who have experienced protection incidents, and participate in meetings of humanitarian coordination groups, such as the child protection sub-cluster and related working groups.

A2.5. Plan International Central African Republic (CAR)

In quarter 5, Plan International CAR plans to accomplish several critical objectives, such as constructing and equipping Child-Friendly Spaces, raising awareness in the intervention areas through community and radio outreach, recycling community structures, constructing listening centers, and establishing a theatrical group. This in-country team will also organize 4 risk mapping exercises, provide dignity kit support, case management, cash support, and manage parenting skills sessions with 30 parents and life skills sessions with 120 children and adolescents. The team will moreover conduct a PDM Cash/Support Dignity Kit session, a case management meeting, and a Child Protection Sub-Cluster (SCPE) meeting.

In quarter 6, Plan International Bangladesh will continue its work by carrying out 4 mapping exercises, organizing community and radio awareness-raising programs in intervention areas, and conducting a case management meeting and a child protection Sub-Cluster (SCPE) meeting. Additionally, further evaluations will be organized along with a parenting skills sessions workshop with 60 parents and a daily life skills workshop with 120 children and

teenagers. The team also plans to conduct a PDM Cash/Support and hold a seminar on the SEO circuit with partners.

In quarter 7, Plan International CAR will train and retrain 25 sectoral personnel not directly linked to child protection. A SCPE meeting will be held, and an evaluation will be conducted. Support with Dignity Kits, case management, and cash support will be provided. Parenting skills sessions will be held with 60 parents, while life skills sessions will be held with 120 parents. Furthermore, 4 mapping exercises will be conducted.

In quarter 8, Plan International CAR will continue to hold case management and SCPE meetings while conducting a midterm evaluation. Dignity Kit support, case management, and cash support will also be provided. Parenting and daily life skills sessions will be held with 60 and 120 parents respectively. PDM Cash/Support will be implemented, Dignity Kit will be distributed, and 4 cartographic exercises will be conducted. Finally, a closing workshop and lessons learned session will be held along with a final assessment.

A2.6. SOS Children's Villages Central African Republic (CAR)

In quarter 5, SOS Children's Villages CAR will produce and broadcast 3 informative radio programs. Furthermore, to raise awareness in the community, SOS Children's Villages CAR plans to organize an awareness caravan traveling around different locations to discuss child protection and sexual and gender-based violence problems, organizing games, tournaments, theatrical plays, and other awareness activities to educate on the risks of sexual and gender-based violence (SGBV). Post-distribution monitoring (PDM) will be conducted as well. This in-country team also plans to celebrate important children's and girls' days and other relevant festivities (Day of the African Child, Women's Day, Day of the African Girl, Children's Rights Day)

In quarter 6, SOS Children's Villages CAR will continue producing and broadcasting informative radio programs. A community awareness activity will be organized, including an "awareness caravan", including games, tournaments, theatrical plays, and other child protection activities to educate on the risks of SGBV. Support services, such as nutrition, counseling, and recreational activities, will be provided to children. Psychological first aid activities will also be supported, and Child Vulnerability Assessments (CVAs) will be supplied to Unaccompanied and Separated Children (UASCs). CVAs will be provided to beneficiaries. CVAs will be given to Girls and Women Affected by Gender-Based Violence (GBV). CVAs will be provided to vulnerable families (including child-headed families, single-parent families, families of disabled people, and those over 60). Support will also be given to disabled individuals with functional equipment to start a business or other personal development activities. Alternative care will be provided to UASC and CAAFAG in 15 selected host families before their transfer to specialized agencies. A satisfaction survey will be conducted.

In quarter 7, SOS Children's Villages CAR will produce and air 3 radio programs and host a community awareness event that includes various activities, such as sports tournaments, games, and plays, to raise awareness on child protection and the risks of SGBV. Life-skills sessions will be conducted, and support services on nutrition, counseling, and recreational activities will be provided for 450 children. 25 positive parenting sessions will be held. Training sessions on case management, communication techniques with children, MHPSS, and mediation for social workers will be organized.

In quarter 8, SOS Children's Villages CAR will continue to provide support services, including nutrition, counseling, and recreational activities to 450 children. 75 CVAs to UASCs, 500 CVAs

for victims of GBV, and 200 CVAs to vulnerable families will be given.

A2.7. SOS Children's Villages Colombia

In quarter 5, SOS Children's Villages Colombia will find a suitable location for its "integral" safe spaces project and present it to the community action board for consideration. They plan to establish emergency protocols, review first aid kits, deliver Dignity Kits, and form Community Teams for child protection (ECPI in Spanish). "Humanized Upbringing" (Crianza Humanizada in Spanish) meetings will be held to train Public Protection Officers and raise awareness on safe and caring child upbringing. They will also conduct a baseline survey and update their Code of Conduct.

In quarter 6, SOS Children's Villages Colombia will work on Educational Meetings, the election of "community friends," and a workshop with caregivers in El Chocó. A "Child Protection Team" and a "Community and Safeguarding Network" will be organized.

In quarter 7, "mobilizations" will be carried out, including a Menstrual Education Workshop, a GBV workshop, and delivery of the Dignity Kit. These workshops will be held with community members, the "Community and Safeguarding Network", and the "Child Protection Team". Surveys will be conducted on "integral" safe spaces.

In quarter 8, "mobilizations" will continue, and a post-survey for caregivers will be conducted. These initiatives aimed to enhance and improve caregiving services to ensure beneficiary communities' and their families' well-being.

A2.8. Terre des Hommes Colombia

In quarter 5, Terre des Hommes Colombia will conduct an intervention process with its initial training groups and concentrate on fortifying networks to safeguard children. This in-country team will begin this new process with fresh groups in new communities and provide training to parents and caregivers on positive parenting. They will also hold socialization meetings to share successful experiences and results.

In quarter 6, Terre des Hommes Colombia plans to develop and execute action plans with the community while closing processes that involve families and caregivers with children and adolescents. They aim to empower women, especially single mothers, widows, and those who have experienced abuse, and conduct activities to prevent gender-based violence. The process will provide training for community agents and obtain more resources for educational and recreational outings to integrate children and adolescents further and break invisible boundaries. They will also work on strengthening local economies through the economic component and hold an inter-institutional meeting with allies. In addition, Terre des Hommes Colombia plans to review and update the protection policy for grassroots organizations.

In quarter 7, Terre des Hommes Colombia will conduct psychosocial support sessions in different territories and provide political training for leaders who support the processes. They aim to increase their engagement with children and adolescents by collecting children's narratives, tales, and life stories, and systematize their experiences.

A2.9. ChildFund Ethiopia

This Implementing Partner misunderstood the exercise and instead reflected on their past quarters. This information will be provided in the next session.

A2.10. Save the Children South Sudan

In quarter 5, Save the Children South Sudan will update the procurement dashboard for 2023 and offer a financial statement, including an inventory invoice list, cash flow, and expenditure update. Joint monitoring and supervision of project activities will be conducted with the respective line ministries. Furthermore, Save the Children South Sudan, will support reviewing community action plans and work-life skill sessions with adolescent youth and conduct positive discipline and everyday parenting (PDEP) sessions. They will also distribute dignity kits and complete a satisfaction survey on case management services.

In quarter 6, they will involve conducting a post-assessment of caseworkers and other staff, conducting PDEP sessions, and providing training for non-child protection staff. Save the Children South Sudan will commemorate International Children's Day.

In quarter 7, Save the Children South Sudan will procure and distribute dignity kits to adolescent girls, develop a procurement plan, and hold a close-out meeting with community members and other stakeholders.

In quarter 8, they will conduct an endline evaluation, hold a lesson-learned workshop, submit the final project report, and hold an award closeout meeting.

A2.11. World Vision South Sudan

In quarter 5, World Vision South Sudan will continue supporting vulnerable children in case management. The provision of quarterly financial support to the Community-Based Child Protection Committees/Networks (CBCPCs/N) will also continue. Children with disabilities will be given access to child-friendly spaces, and wheelchairs, eyeglasses, and other necessary devices will be distributed.

In quarter 6, World Vision South Sudan plans to conduct a satisfaction survey. Quarterly financial support will be provided to the community-based child protection committee, and a coordination meeting will be held.

In quarter 7, World Vision South Sudan will be involved in providing training on gender equality and supporting the survival of individuals who were affected by sexual and gender-based violence (SGBV) and child abuse, exploitation, and neglect. Community-level protection actors will receive quarterly financial support to raise awareness of harmful social gender norms. Child protection coordination meetings will be held in sub-clusters and working groups, and non-child protection sectoral staff, including nutrition, food security, WASH, and livelihood, will be trained on children's rights, case identification, and referral pathways.

In quarter 8, an endline project evaluation will be conducted. Awareness sessions on child protection and SGBV risks will be held in child-friendly spaces for children and adolescents. Quarterly financial support will be provided to community-level protection actors to raise awareness of harmful social gender norms. Finally, training on gender equality and gender-equitable relationships will be facilitated for parents and caregivers.

A2.12. Key Trends within reflections upon future implementation

In session 3, implementing partners showed their plans to implement the project. Most workshop participants understood the exercise, and stakeholders discussed what major project tasks and activities the project still needed to achieve in the remaining 3.5 quarters of the project. Overall, stakeholders recognized the importance of knowing the project's next steps, and the exercise in this session was considered essential to maintain the broad project objectives in sight and a focused work towards its quarter goals. The following section discusses the key

trends identified from the workshop's session 3.

There is a good knowledge of the road ahead but no concrete plans to avoid identified roadblocks: During the project implementation, implementing partners have demonstrated a great understanding of the future requirements and have identified significant challenges (refer to session 4) that need to be addressed. However, there should be more discussions to better plan and design strategies that connect the outcomes of session 3 with session 4. It is unclear whether the project plans proposed by implementing partners have been adjusted to address potential challenges that may arise during the implementation phase. Therefore, it is crucial to ensure that the plans are comprehensive enough to sort out all identified challenges that may hinder the project's success.

The main purpose of asking workshop respondents to reflect about project activities ahead and behind country teams was to prime them about challenges and obstacles encountered during project implementation. In session 3, the project activities yet to be completed were reviewed. They also formed the reference points based upon which management responses were to be formed in session 5. In session 4, past project activities were reviewed. They helped to prime workshop participants to think about challenges and obstacles encountered while implementing them. These past challenges and obstacles were then also used as reference points to determine what future project challenges and obstacles may be encountered in the future (session 5). This section summarizes implementing partners' activities in the project thus far. Implementing partners further discussed their challenges referred to in this section in session 5.

A3.1. Plan International Bangladesh

Plan International Bangladesh has carried out several activities during the first 4 quarters of the project implementation.

Annex 3: Reflections of Past Project Implementation

In quarter 1, the organization conducted a Project Start-up Workshop, studies, research, baseline activities, and consultations on the formation or activation of CBCPC. Additionally, 2 days of training on PSS and Psychological first aid (PFA) were provided to project staff, case management staff, facilitator-volunteers, and CM volunteers.

In quarter 2, the organization conducted studies, research, baseline activities, and consultations on forming or activating parent groups and adolescent group clubs. Training was also provided on CBCPC role and responsibilities, CP and GBV risk identification, PFA, digital help desk, and referral pathway. The organization also conducted quarterly and half-yearly progress review meetings, capacity-building training on PSEA, safeguarding and feedback response mechanisms for facilitators and volunteers, support for 4 interactive and competitive sports events, and music and drama festivals. Monthly and quarterly staff coordination meetings were also held. Moreover, a contextualization workshop on child protection risk focused on the GFFO project was conducted, and selection sessions for beneficiaries were held.

A seminar to help on the development of guidelines to organize adolescent youth clubs was conducted, including governing structures, roles, responsibilities, management working modality, action plan, collaboration, and communication with CBCPC and parent group. Lastly, 2 days of training on Gender and SGBV and disability inclusion were provided for project staff, including the Case Management officer, and 5 days of training on Basic Case Management, remote case management, Family tracing, and reunification (FTR) were conducted for Case Management Staffs and Volunteers.

In quarter 3, they conducted community-based awareness sessions in courtyards and awareness sessions with adolescent boys and girls. They also held CoC sessions, including discussions on child protection risks and orientation on SGBV, including the use of dignity

kits. Positive parenting training was given to parents, and quarterly CBCPC meetings were held. The organization organized CBCPC-led awareness sessions and conducted quarterly parents' meetings. Monthly adolescent group meetings were also held, and support was provided for 4 interactive and competitive sports events. A music and drama festival were held to promote talent. Staff coordination meetings were held monthly and quarterly. School-based awareness-raising sessions were conducted, and project staff were given basic training on child protection. Dignity Kits were distributed among girls and adolescents in camps and host communities.

Training was provided on positive parenting, and volunteers were trained to facilitate the digital help desk. Quarterly coordination meetings were held between Plan International Bangladesh and its partners. Workshops were conducted with government and non-government organizations, and training was provided on work readiness skills and managing small-scale businesses. Start-up support was given for small-scale opportunities such as cattle farming, tailoring, driving, small-scale fish culture, micro-gardening, automobiles, and small grocery shops. Vocational training was also provided for youth in vulnerable sectors to help them in the future.

In quarter 4, Plan International Bangladesh conducted community-based awareness-raising sessions with adolescents. The team also conducted CoC sessions, including child protection risk management, and provided positive parenting training to parents. Quarterly CBCPC meetings, CBCPC-led awareness sessions on child protection, and parent's meetings were also held. Monthly adolescent group meetings were also held along with monthly and quarterly staff coordination meetings, school-based awareness-raising sessions, and a workshop to exchange learning and knowledge. The organization also established linkages with existing government services and met with different service providers. Likewise, a

validation workshop with government officials, including camp authorities, to review child protection strategies in humanitarian contexts was conducted. Finally, unconditional cash grant support was provided to vulnerable individuals. Overall, Plan International Bangladesh conducted several coordination meetings, and established linkages with existing government services. They tried to reach out to government officials through different channels and have been successful in organizing meetings with them and include them into the implementation of the project. These activities have helped Plan International Bangladesh work along government officials in reviewing child protection strategies in humanitarian contexts in the country.

A3.2. World Vision Bangladesh

In quarter 1, World Vision Bangladesh focused on initiating the project with a start-up workshop, hiring staff, selecting beneficiaries, and establishing liaisons with government officials in both Camp and Host communities.

In quarter 2, World Vision Bangladesh conducted a baseline survey, provided training on the Adolescent and Adult Protection (AAP) program, established Child-Friendly Spaces (CFS), set up a functional help desk, and held awareness-raising sessions. The organization also conducted life skill and psychosocial support (PSS) sessions, provided capacity-building training, engaged volunteers and trainers, had positive parenting sessions, provided Non-Food Item (NFI) support, established and made functional the Community-Based Child Protection (CBCP) group, conducted case management services, provided alternative care training, offered aid and provided home-based recreational materials. Coordination meetings with stakeholders in the sector were also held during this quarter.

In quarter 3, World Vision Bangladesh, continued to provide AAP training, maintain a functional help desk, conduct awareness-raising sessions, provide capacity-building training, offer life skill sessions, hold positive parenting sessions, provide NFI support, offer alternative care training, distribute start-up kits and dignity kits, and provide home-based recreational materials.

The CBCP group was again established and made functional, case management services continued, and stakeholder coordination meetings were held.

In quarter 4, World Vision Bangladesh focused on awareness-raising sessions, capacity-building training, life skill sessions, PSS sessions, positive parenting sessions, and NFI support. These activities ensure the project's success and the beneficiaries' well-being.

Overall, the efforts of World Vision Bangladesh in providing NFI support, alternative care training, start-up kits, dignity kits, and home-based recreational materials, as well as the establishment of the CBCP group and continuation of case management services and stakeholder coordination meetings, have been the bulk of their activities. World Vision Bangladesh also focused on awareness-raising, capacity-building, life skill and positive parenting sessions, and PSS sessions to support the project's goals further.

A3.3. ChildFund Burkina Faso

In quarter 1, ChildFund Burkina Faso focused on conducting research and preparing for the project's implementation. No further mention was made in their report.

In quarter 2, ChildFund Burkina Faso recruited field staff and conducted a baseline study. ChildFund Burkina Faso also provided field staff training on child protection themes, including for UNIJED Africa field staff.

In quarter 3, they raised awareness about its work through educational talks and door-to-door visits. The organization also created a Mapping of Community Child Protection Units (CCPE) and trained members of the CCPE. This in-country team developed and validated CCPE action plans and a multi-sector mapping framework. In addition, focus groups were conducted to identify accountability and feedback mechanisms. Child-friendly spaces were established, and community facilitators were trained to support them. This quarter, monthly meetings of CCPE

members and a complaints committee were also initiated.

In quarter 4, ChildFund Burkina Faso continued to raise awareness about its activities, using various methods such as educational talks, door-to-door visits, sporting events, debates, and theater forums. The organization distributed Dignity Kits and trained UNIJED Non-Protection Staff. Training was also provided on positive parenting and Infant and Young Child Feeding (ANJE).

Overall, ChildFund Burkina Faso made significant progress in implementing their project throughout the year. They recruited field staff, provided training on child protection themes, and raised awareness about their work. They also established child-friendly spaces and trained community facilitators to support them. Monthly meetings of CCPE members and a complaints committee were initiated to ensure accountability and establish feedback mechanisms.

A3.4. Terre des Hommes Burkina Faso

In quarter 1, Terre des Hommes Burkina Faso conducted the following activities: organizing start-up and closing workshops facilitated by country teams, raising awareness among children and adolescents through various campaigns, workshops, forum theatres, radio broadcasts, and social media. They also provided psychosocial support and psychological first aid to children and adolescents through safe spaces, home visits, and other community activities. Additionally, they identified existing or new child protection groups and networks at the community level, providing capacity building to their members. Lastly, they actively participated in meetings of humanitarian coordination groups, such as the child protection sub-cluster and related working groups, to ensure that the voices of the children and adolescents they serve are heard.

During quarter 2, Terre des Hommes Burkina Faso accomplished the following: Completed baseline, needs assessment, midterm evaluation, and final evaluation. Conducted

awareness-raising sessions tailored to children and adolescents through campaigns, workshops, forum theatres, radio broadcasts, and social media. Organized life skills groups for children and adolescents that were sensitive to age and gender. Provided psychosocial support and psychological first aid to children and adolescents through safe spaces, home visits, and other community activities. Distributed culturally appropriate dignity kits to girls, adolescent girls, and young women. Conducted positive parenting sessions for groups of women and men responsible for vulnerable children and adolescents, reaching caregivers. Conducted participatory community mapping exercises with community stakeholders. Identified existing or new child protection groups and networks at the community level and provided capacity building to their members. Established and strengthened local child protection referral pathways. Participated in meetings of humanitarian coordination groups, such as the child protection sub-cluster and related working groups.

In quarter 3, Terre des Hommes Burkina Faso organized awareness-raising sessions customized for children and adolescents through campaigns, workshops, forum theatres, radio broadcasts and social media. Established age- and gender-sensitive life skills groups for children and adolescents. Provided psychosocial support and psychological first aid to children and adolescents through safe spaces, home visits, and community activities. Conducted positive parenting sessions for groups of women and men caring for vulnerable children and adolescents, reaching caregivers. Identified existing or new child protection groups and networks at the community level and built capacity of their members. Established and strengthened local child protection referral pathways. Provided case management services to children who have experienced protection incidents. Participated in meetings of humanitarian coordination groups, such as the child protection sub-cluster and related working groups.

In quarter 4, Terre des Hommes Burkina Faso conducted child and adolescent-friendly awareness-raising sessions through campaigns, workshops, forum theatres, radio broadcasts, and social media. Organized age and gender-sensitive life skills groups for children and adolescents. Provided psychosocial support and psychological first aid to children and

adolescents through safe spaces, home visits, and other community activities. Distributed culturally appropriate dignity kits to girls, adolescent girls, and young women. Conducted positive parenting sessions for groups of women and men who care for vulnerable children and adolescents and reached out to caregivers. Identified existing or new child protection groups and networks at the community level and built the capacity of their members. Provided case management services to children who have experienced incidents of custody. Participated in meetings of humanitarian coordination groups, such as the child protection sub-cluster, and related working groups.

Overall, Terre des Hommes Burkina Faso considerably advanced planned goals and project implementation despite facing considerable challenges with the conflictive situation in the country. Further difficulties with tasks identified by Terre des Hommes Burkina Faso include coordination between consulta, field teams, and the Interim MERL Team (IMT) to conduct surveys and precede with project implementation.

A3.5. Plan International Central African Republic (CAR)

In quarter 1, Plan International CAR faced many difficult challenges that hindered their progress. These challenges included insufficient awareness kits in Child-Friendly Spaces and community structures, solar panel capacity problems that prevented the charging of the Radio Boomer for awareness activities, and security challenges on specific axes that made certain activities impossible to carry out. Additionally, the need for more visibility for specific community structures, such as RECOPE, Youth Club, and Women's Platforms, and the shortage of office supplies for facilitators and managers were significant issues that must be addressed. As a result of these difficulties, implementation of the project was halted, and nothing was reported this quarter.

In quarter 2, Plan International CAR faced many obstacles. These included insufficient vehicles for field activities, low-quality computers for staff, and the unavailability of partners that prevented specific actions from taking place. The absence of budget lines for the socio-professional reintegration of CAAFAG children, leaving armed groups and unmarried mothers, and non-existent services for managing cases of children living with disabilities were also significant concerns. Additionally, the absence of a budget line for reunifying children who were victims of family separation was another issue that needed to be addressed.

In quarter 3, Plan International CAR faced several challenging environmental factors, including lousy weather during the rainy season, preventing specific road outings. Security challenges on the axes and insufficient vehicles for field activities continued to be a problem. In addition, the limited recycling of community structures and the inadequate number of field driver staff were also significant issues. Once again, the absence of budget lines for the socio-professional reintegration of CAAFAG/children, leaving armed groups and unmarried mothers, as well as non-existent services for the management of cases of children living with disabilities, and the absence of a budget line for the reunification of child victims of family separation required urgent attention.

In quarter 4, security challenges remained a significant issue. The absence of listening centers on specific sites and the unavailability of state actors prevented the holding of certain activities. The lack of budget lines for the socio-professional reintegration of CAAFAG/children from armed groups and girl mothers, non-existent services for the management of cases of children living with disabilities, and the absence of a budget line for the reunification of child victims of family separation were also major concerns. However, constructing Child-Friendly Spaces was a significant achievement and a positive step forward.

Overall, Plan International CAR carried out some positive steps forward in constructing Child-Friendly Spaces. However, security challenges continue to be a significant issue, slowing the work of this Implementing Partner and preventing certain activities.

A3.6. SOS Children's Villages Central African Republic (CAR)

In quarter 1, SOS Children's Villages CAR did not report any activities.

In quarter 2, they provided positive parenting sessions for parents of children with special needs. Additionally, they assisted households that had been displaced, with a particular focus on supporting women and children. SOS Children's Villages CAR also worked towards welcoming and integrating children into the "Espaces Amis des Enfants" safe spaces programs.

In quarter 3, they continued providing positive parenting sessions for parents of children with special needs. They also focused on helping displaced households, especially women and children. Furthermore, the organization continued welcoming and integrating children into their safe spaces' programs.

In quarter 4, SOS Children's Villages CAR held positive parenting sessions for parents of children with special needs. They also assisted displaced households, specifically women and children. Finally, SOS Children's Villages CAR ensured appropriate care for ENAS and facilitated their reunification with their biological parents.

Overall, SOS Children's Villages CAR took actions to provide appropriate care for ENAS and reunited them with their parents.

A3.7. SOS Children's Villages Colombia

In quarter 1, SOS Children's Villages Colombia identified a suitable site for constructing safe spaces and socialized the project with the community. They consulted with all the members of the Community Action Board

of the neighborhoods to further discuss the implementation of the project. Finally, they drafted a methodology to guide the work of a legal advisor.

In quarter 2, public officials convened to attend strengthening workshops, and educational meetings were held. Workshops were also organized to support caregivers on positive parenting, and women were targeted for delivering the dignity kit. Pedagogical assessments were carried out, and a list of materials for providing "integral" safe spaces was compiled. Case management was carried out in UASC (La Guajira), and social mobilizations were conducted.

In quarter 3 the first "mobilization" to commemorate Children's Day took place. A GBV workshop and delivery of the Dignity Kit followed this. The second mobilization was "Celebration of Children's Day". The team organized educational meetings and formed community friends. They conducted pre-surveys of caregivers and provided individual accompaniment to families. The Safeguarding team was formed, and the community network was established. Additionally, satisfaction surveys were shown, and workshops were held to strengthen caregivers on positive parenting. Public officials were invited and followed up on strengthening sessions, and sociocultural initiatives were implemented.

In quarter 4, case management was advanced and post-surveys of caregivers were conducted. Workshops were held to strengthen caregivers on positive parenting, and individual accompaniment was provided to families. Surveys of "integral" safe spaces were conducted. A protection survey was carried out, and lessons learned were documented. Educational meetings continued to be undertaken throughout the project implementation.

Overall, SOS Children's Villages Colombia carefully identified a suitable site, consulted with the community, and advanced ways of guiding the work of legal advisors. Throughout this time, they conducted workshops and educational meetings, provided individual accompaniment to families and community members. They also conducted various surveys and assessments.

A3.8. Terre des Hommes Colombia

In quarter 1, Terre des Hommes Colombia established administrative processes such as operational agreements, preliminary reconnaissance visits to the territory, job descriptions for team professionals, and bank accounts. They also began the process of team consolidation and conducted training and induction sessions. The team also developed data collection forms using Kobo Toolbox.

In quarter 2, they identified, articulated, and socialized with various communities where the project could intervene. They gained acceptance from stakeholders such as spiritual leaders, ancestral authorities, school directors, and community leaders. However, due to the need for more precise information from the consortium, there were uncertainties at the beginning of the activities initially outlined in the project, which presented particular challenges. This quarter provided the space for Taller Abierto professionals and the communities to start the work process through diagnostic activities, negotiations, and territorial identification. However, some of the obstacles encountered during these initial stages included setting timelines, obtaining authorizations from certain authorities to work in these communities, and potential security limitations or risks for team members, which required the rescheduling of processes.

The team also designed and developed work methodologies with children and adolescents on the topics to be addressed during the project implementation. During this quarter, this team received guidelines from the consortium to carry out the initial baseline. However, this process generated some difficulties before, during, and after. In some spaces, there was a perception that the consortium needed to listen more actively to observations or suggestions. Additionally, the limited time available for data collection and the impossibility of conducting research in specific locations due to the strategy outlined by educational institutions were challenging.

In quarter 3, Terre des Hommes Colombia made significant efforts to engage with children and adolescents, caregivers, teachers, and leaders

in the focus areas. However, the low execution of financial resources at the beginning of this process proved challenging. The strategy aimed to support children and adolescents actively committed to the training, activities, sessions, and project support processes.

Unfortunately, various situations in the territories and communities led to canceling activities or sessions. These included landslides due to heavy rains, road closures during the rainy season, clashes between armed groups, and restrictions imposed by armed groups for specific reasons. Despite these challenges, they carried out multiple activities during quarter 3. These included friendly awareness campaigns, the identification of children for life preparation groups, psychosocial support, positive parenting sessions for parents, community strategies to strengthen entrepreneurship, as well as food distribution to families, community mappings, and the identification of child protection network groups.

In quarter 4, Terre des Hommes Colombia initiated processes for sexual and reproductive health campaigns. These campaigns were linked to the delivery of dignity kits. The training sessions focused on several crucial topics, including the prevention of sexually transmitted diseases, prevention of sexual violence, contraceptive methods, discussing sexuality using appropriate language for indigenous communities (where applicable), and romantic love. While the activities mentioned in quarter 3 continued into quarter 4, the organization encountered several challenges. Some activities had to be canceled, the number of team members accompanying the activities was reduced, and some procurement processes had to be halted. These cancellations occurred because Taller Abierto needed more resources for approximately 2 months. To address this, they had to provide 2 loans to continue the training processes with the communities. However, for large-scale purchases, it was necessary to suspend procurement processes. This, of course, caused difficulties in the scheduled deliveries to families and communities.

Overall, Terre des Hommes Colombia faced several challenges while implementing quarters 3 and 4 strategies. Yet, they carried out various activities and initiated processes for sexual and reproductive health campaigns, which were

linked to the delivery of dignity kits. While some activities had to be canceled, they provided loans to continue the training processes with the communities. This solution helped quickly solve the problem and avoided further delays in their activities. To avoid further implementation delays, it will be good to develop contingency plans in the future.

A3.9. ChildFund Ethiopia

During the first 4 quarters of project implementation, ChildFund Ethiopia tried to undertake a series of activities, but because of the country conflict, no actions were carried out in quarter 1.

In quarter 2, there was a long list of activities, but there still needed to be adequate facilities to implement activities as planned. ChildFund Ethiopia faced implementation challenges due to inadequate staffing, high turnover, and non-competitive salaries. Additionally, some activities needed clarification, and target beneficiaries declined or reduced because of the ongoing conflict in the country. The purchase process was lengthy, and cash transfers to the target beneficiaries brought about complaints from communities due to high needs but low budget. In quarter 3, there was a high risk of conflict, and the long list of activities resulted in a heavy workload. ChildFund Ethiopia faced challenges in implementing activities due to a lack of clarity on some activities and a low budget per beneficiary, making it difficult to fulfill their satisfaction.

In quarter 4, ChildFund Ethiopia encountered high staff turnover, which affected the implementation of activities. Furthermore, inadequate medical and other service delivery posed a significant challenge to their operations.

Overall, ChildFund Ethiopia faced numerous challenges during the project implementation due to country conflict, inadequate staffing, high turnover, non-competitive salaries, inadequate facilities, lack of clarity on some activities, and a low budget per beneficiary. Additionally, complaints from communities and inadequate service delivery posed significant challenges.

A3.10. Save the Children South Sudan

In quarter 1, Save the Children South Sudan experienced a delay in its kick-off by 2 months. The recruitment of staff and the project activities, including the baseline study, were also postponed. Moreover, the project management and monitoring tools needed to be developed on time, extending the implementation time. Recruiting a project manager to supervise the project's execution took longer than planned. In quarter 2, the project was hindered by a natural calamity, namely flooding. High insecurity in some project areas also hampered the project's progress. The procurement processes took longer than expected, which delayed some activities, such as CFS. Staff turnover, particularly the MHPSS officer, adversely affected the activities under MHPSS. Lastly, the baseline draft report was delayed in being shared with the project team.

In quarter 3, the project encountered limited participation by community members due to the high expectations of stakeholders about the project (Save the Children South Sudan say they are negatively compared with better founded non-governmental organizations and government projects working in the area). Finally, their work has also been affected by inter-communal conflict, such as cattle raiding. Lastly, quarter 4 encountered no roadblocks or hindrances throughout the project's execution. Overall, Save the Children South Sudan faced several challenges in executing the project in these quarters, including delays in the procurement process and staff turnover.

A3.11. World Vision South Sudan

In quarter 1, World Vision South Sudan conducted a start-up workshop to lay the foundation for the project. They also recruited competent community workers to ensure efforts were well-coordinated and executed efficiently. In quarter 2, World Vision South Sudan conducted a thorough baseline survey to

gain insights into the current situation in the area. They established a child-friendly space to provide a safe and comfortable place for children to learn and play. World Vision South Sudan also founded a community-based child protection committee to help protect children's rights.

In quarter 3, they established a child help desk to assist children and families. World Vision South Sudan also distributed material support to meet the community's basic needs.

In quarter 4, World Vision South Sudan distributed various essential items, including non-food items (NFIs), cash vouchers, and dignity kits. They also provided material support to meet the community's needs.

Overall, World Vision South Sudan has established child-friendly spaces, child protection committees, and child help desks to protect children's rights and their basic needs.

A3.12. Summary

In session 4, participants discussed their roadblocks on a quarter-by-quarter basis to help implementing partners better assess their experience and the lessons learned from their past work. In general, all country teams successfully listed their activities and challenges during the first part of the project. The following section discusses the key trends identified from the midterm reflection workshop's session 4.

Armed conflict has affected the implementation of the project in some locations: Ongoing armed conflicts in Ethiopia, Burkina Faso, the CAR and South Sudan have harmed the work of implementing partners. Therefore, it is necessary to create specific plans to ensure that the work of implementing partners in these locations is brought up to the same standard as in other project locations. It may also be necessary that implementing partners working in a situation of conflict develop further contingency plans and modify the implementation of the project to better adapt to rapidly changing situations.

Unexpected events have affected the implementation of the project in some locations: Natural disasters and other unexpected events affected the work of implementing partners in various locations. Implementing partners seem to have generally managed to comply with the project plan, but it may be good to consider developing further guidelines or allocating more time to plans in the future to better cope with such events.





JOINING FORCES
For All Children

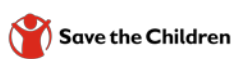


**german
humanitarian
assistance**

DEUTSCHE HUMANITÄRE HILFE

This publication was produced with the financial support of the German Humanitarian Assistance. Its contents are the sole responsibility of Joining Forces and do not necessarily reflect the views of the German Humanitarian Assistance.

ChildFund
Alliance



Terre des Hommes
International Federation

World Vision